

The Role of Work Motivation in Linking Organizational Support and Work Environment to Employee Performance at PT RST

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Abstract

This study examines the influence of perceived organizational support and work environment on employee motivation and performance, as well as the mediating role of motivation. The research was conducted at PT RST, a company that needs improvements in its human resource management. Data were collected from 150 employees using a questionnaire and analyzed using the SEM-PLS method with the help of SmartPLS version 3 software. The results of the analysis indicate that organizational support has a positive effect on both motivation and employee performance. The work environment also positively influences motivation, but does not directly affect performance. Furthermore, work motivation is proven to mediate the relationship between organizational support, work environment, and employee performance. Based on these findings, it is recommended that PT RST enhance organizational support and improve the quality of the work environment to foster optimal performance and build a competitive and sustainable company.

Keywords: perceived organizational support, work environment, work motivation, employee performance.

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1. INTRODUCTION

Global business competition requires companies to innovate continuously, one of which is by developing human resources (HR). Employee performance in HR management plays a crucial role in supporting productivity and achieving company objectives (Tessalonika et al., 2021). This is in line with (Warganegara et al., 2021), who stated that employee performance is essential for companies in reaching their goals. PT RST, as a manufacturing company, heavily relies on employees responsible for controlling production processes to ensure each stage runs effectively and efficiently. Therefore, PT RST must identify the type of support that can foster employee motivation and enthusiasm, which in turn can enhance performance.

Perceived Organizational Support (POS) reflects the extent to which employees believe the company values their contributions and cares about their well-being (Agustyna & Prasetyo, 2020). Such support can increase loyalty, motivation, and employee performance. Conversely, lacking support may lead to decreased motivation, declining performance, and higher turnover rates (Retnowati & Putra, 2023). However, companies sometimes fail to recognize the appropriate forms of support employees need (Cahya et al., 2021). As a result, negative impacts such as reduced motivation and declining performance may occur (N. P. C. S. P. Putri et al., 2022). Furthermore, continuous deterioration in employee performance may lead to workforce reduction. PT RST faces similar challenges, including declining employee motivation and increasing turnover rates.

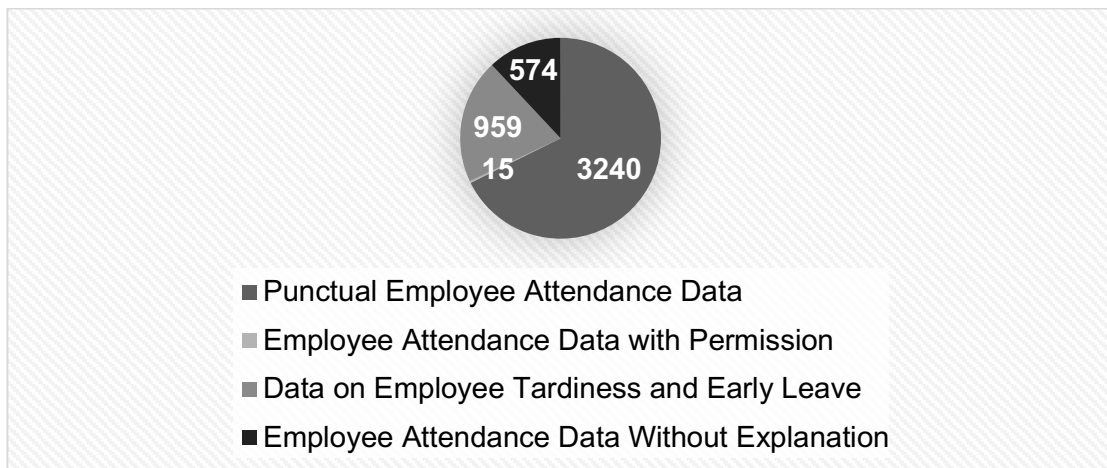


Figure 1. Employee Attendance Data at PT RST

Source: Processed Company Data (2025).

Based on employee attendance data at PT RST, it can be observed that the number of unclear or unexcused absences remains relatively high. Common behavioral patterns among employees include arriving late, being absent without explanation, and leaving work early. These habits indicate a low level of work motivation, in line with the opinion of Majid et al. (2021). Therefore, the company must strengthen its human resource management in order to improve employee motivation. Motivation serves a vital function: it acts as a driving force that enhances employee performance, supports organizational goal achievement, encourages growth and creativity, improves company achievements, and fosters job satisfaction (Permana & Pracoyo, 2022).

Furthermore, motivation is seen as a key contributor to performance success by companies (Jaya et al., 2020). Employees with high enthusiasm and motivation tend to work more effectively and efficiently, ultimately helping the company meet its targets (Linawati, 2014). Conversely, if employee motivation is low, it becomes increasingly difficult for the company to achieve its objectives. Hence, companies must continuously foster motivation to maintain high levels of employee performance (A. Jasmine & Hernawan, 2023).

Employees at PT RST who are indicated to have low work motivation may experience decreased performance. If this condition is left unaddressed, it may lead

to more serious consequences, such as termination of underperforming or incompetent employees. Additionally, employees who do not feel supported by the organization or who work in unfavorable environments are more likely to resign, thereby increasing the company's turnover rate. PT RST has faced such issues, with a consistently high employee turnover rate over the past five years.

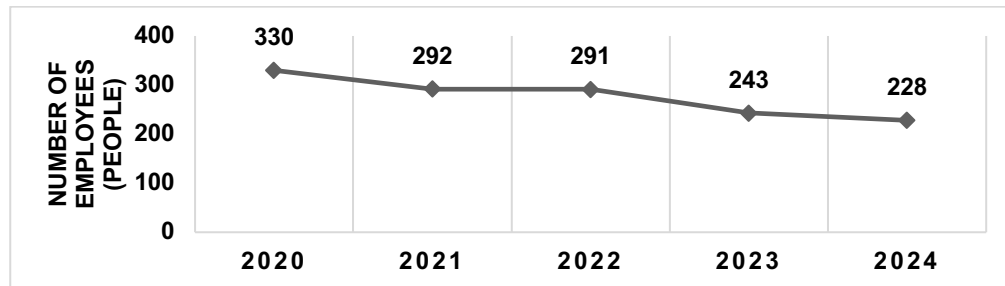


Figure 2. Decline in Number of Employees at PT RST

Source: Processed Company Data (2025).

The highest turnover rates occurred in 2021 and 2023, exceeding 10%, which indicates a low level of employee retention (Krishnabud et al., 2023). This issue was not caused by automation, but rather by a lack of motivation and employee loyalty at PT RST. This problem is particularly significant, as a survey conducted by O'Donnell (2024) revealed that more than 50% of companies worldwide face challenges related to employee retention and performance.

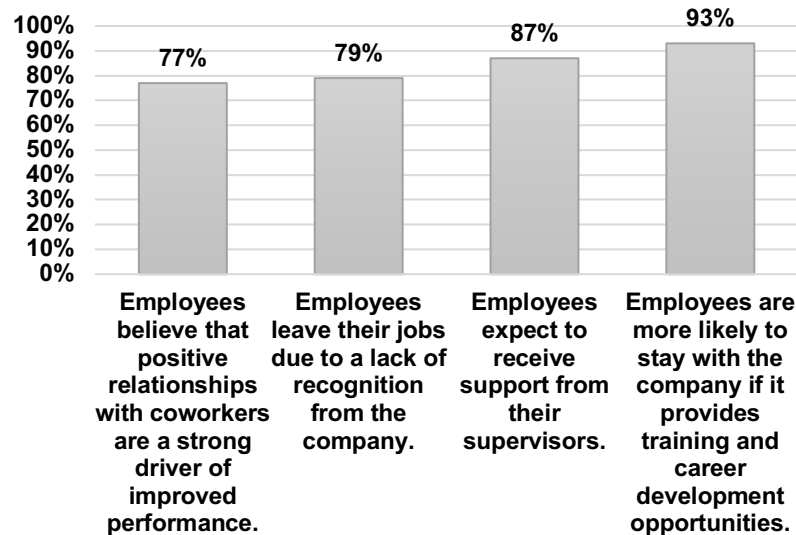


Figure 3. Survey Data on Employee Retention and Performance Factors

Sources: O'Donnell (2024).

Based on the survey data, the main factor influencing employee retention and performance is Perceived Organizational Support (POS). However, another important factor is the work environment, particularly in terms of coworker relationships. The work environment plays a crucial role within a company as it can significantly impact employee performance, both in technical and social aspects

(Sihaloho & Siregar, 2020). Therefore, creating a supportive and comfortable work environment is essential, as it contributes to the achievement of the company's vision and mission (Munardi et al., 2021). The work environment represents a core component of the organizational climate that must be continuously monitored and managed (Habeahan, 2023). Employee performance is directly influenced by the work environment, with emotional and psychological implications (Apriyani & Iriyanto, 2020). An ideal work environment enables employees to perform optimally by fostering a harmonious atmosphere that encourages comfort and effectiveness at work (Halomoan & Suhartono, 2020).

The challenges faced by PT RST indicate a decline in employee motivation, which may stem from a lack of organizational support and an unsupportive work environment. Understanding the influence of these two variables can help the company develop more effective human resource strategies, thereby reducing employee turnover. Thus, this study focuses on examining the effect of Perceived Organizational Support and Work Environment on Employee Performance, with Work Motivation as a mediating variable at PT RST. The results of this research are expected to contribute meaningfully to the formulation of sustainable and adaptive HR management strategies in response to future challenges.

2. LITERATURE REVIEW

2.1. Perceived Organizational Support

Perceived Organizational Support (POS) refers to how employees perceive the extent to which an organization or company appreciates and cares about their well-being (Susmantoro, 2020). POS is thus defined as the degree of employees' belief in the organization's contributions to them (Nugraha & Iqbal, 2023). The support provided by the organization may take the form of fair compensation, such as appropriate allowances and good facilities, which help create an ideal working environment (Hendriana & Irawan, 2024). POS is assessed based on how well the organization fulfills employee expectations in accordance with applicable regulations (Diana & Frianto, 2021). The extent to which organizational support is perceived by employees influences the quality of their work (Hidayanti et al., 2020). This is because employees who feel and believe they are supported by the organization tend to develop stronger commitment, which in turn affects their performance (Nabila & Ratnawati, 2020). Therefore, perceived organizational support is essential for companies, as it serves as a benchmark for employee work attitudes (Daulay & Wahyono, 2020). The development of employee skills is also one of the impacts resulting from the support provided by the organization (Wijaya & Ie, 2021).

Companies can enhance the factors that contribute to perceived organizational support, such as feedback, work facilities, recognition, and supervision (Sari, 2019). Perceived organizational support can also be a key determinant of employee job satisfaction. When employees perceive a high level of support from the organization, they are more likely to reciprocate by improving their performance (Prastyo & Frianto, 2020). When employees feel that the company values their contributions, they will feel obligated and committed to reciprocate by demonstrating enthusiasm and high spirit at work (Jesi & Sentoso, 2023). Employees may also utilize their skills more

effectively and deliver better work outcomes as an effort to enhance their performance (Rusmita et al., 2022).

2.2. Work Environment

Companies are considered to have the responsibility to create a harmonious work environment that fosters strong communication among employees (Rofik, 2022). This effort can be supported by management to encourage the development of the work environment (Mardikaningsih et al., 2022). The work environment can be defined as all facilities, both personal and public, that influence individuals in performing their tasks and contribute to a positive working condition (Harini et al., 2024). This environment includes various factors present in the workplace, such as location, facilities, equipment, materials, work methods, employees, and company management (Hulu et al., 2022). Furthermore, the work environment is divided into two components: physical and non-physical factors, both of which influence employees' working behaviors (Khotimah et al., 2021). Non-physical work environment factors refer to the atmosphere or situation within the workplace, while physical factors involve individuals (employees) and equipment (Astuti & Rianto, 2022). This illustrates that the work environment is a condition or atmosphere related to workplace characteristics and employee interactions, which in turn lead to changes in work attitudes.

One of the supporting factors that motivates employees to complete their tasks optimally is the work environment (A. Jasmine & Hernawan, 2023). The work environment is crucial for companies as it can influence employee performance, both technically and socially (Sihaloho & Siregar, 2020). Therefore, establishing a good and comfortable work environment is essential for supporting the achievement of the company's vision and mission (Munardi et al., 2021). The work environment represents the core setting within a company and must be consistently monitored and managed (Habeahan, 2023). Employee performance is influenced by the work environment, as employees may experience its impact emotionally and psychologically (Apriyani & Iriyanto, 2020). An ideal work environment enables employees to work optimally by providing a harmonious atmosphere that enhances comfort and effectiveness (Halomoan & Suhartono, 2020). This leads to high productivity and positively affects employee achievements (Hermawan & Rahadi, 2021). On the other hand, an unsupportive or unfavorable work environment may negatively affect employee morale and lead to a decline in performance (Asfar & Anggraeni, 2020). Thus, these findings reinforce the positive interaction between the work environment and employee performance.

2.3. Work Motivation

The fulfillment of human needs is hierarchical in nature; before higher-level needs can be met, individuals will first strive to satisfy lower-level needs. Based on this concept, Abraham Maslow conducted research on human motivation (Christiana & Nurhayani, 2016). Motivation within individuals is considered an intrinsic drive, not something that is forced. Maslow's theory emphasizes that humans are driven to make efforts to fulfill their needs, which is referred to as motivation (Christiana & Nurhayani, 2016). Human motivational behavior is based on the internal urge to satisfy their needs (Habeahan, 2023). According to Andriyani et al. (2022), motivation is defined as a desire arising from within an individual, driven by an honest and

sincere intention to achieve certain outcomes. Furthermore, motivation is also understood as a person's drive to obtain desired outcomes such as salary, recognition, facilities, a safe and healthy work environment, and supportive colleagues (Jufrizen & Hadi, 2021). This can be interpreted as motivation to take action aimed at achieving personal satisfaction through those actions (Afkar & Sayekti, 2020). Thus, motivation can be defined as an internal drive or desire that inspires individuals to engage in activities in order to achieve specific goals.

Work motivation leads to actions undertaken by employees, manifested in their high level of enthusiasm to carry out all tasks assigned by the company and mutually agreed upon (Setiawan et al., 2021). This motivation serves several important purposes: it acts as a driving force and encouragement to improve employee performance, helps achieve company goals, enhances employee growth and creativity, increases organizational achievements, and fosters employee job satisfaction (Permana & Pracoyo, 2022). Motivation, in its influence on employee performance, is also seen by companies as a key factor of success (Jaya et al., 2020). Employees with high work enthusiasm are able to carry out their tasks effectively and efficiently, thereby contributing to the achievement of company goals. Conversely, if employee motivation is low, it will be difficult for the company to meet its targets. Therefore, companies must continuously enhance employee motivation to maintain high levels of performance (A. Jasmine & Hernawan, 2023). Motivation, as a driving factor of performance, is influenced both by internal factors within the employee and by external influences from others.

2.4. Employee Performance

A company or organization consists of employees with varying levels of performance; however, they share a common goal while utilizing different resources (Rahmadani et al., 2023). This goal is pursued to ensure the company gains profit, which requires employees with high performance levels (Ratnawati & Atmaja, 2020). According to Muna & Isnawati (2022), employee performance refers to the achievement that employees aim for in carrying out their tasks, based on their abilities, experience, and time allocation. Similarly, Ananda et al. (2022) argue that performance is the outcome of completing a task in accordance with predefined and agreed-upon standards and targets. Employee performance can be influenced by two categories of factors: internal and external (Kamijan, 2021). External factors include leadership style, workplace safety, and organizational culture (Effendi, 2020). Meanwhile, internal factors stem from within the employee, such as job satisfaction and commitment (Tampubolon & Sagala, 2020). Based on these perspectives, employee performance can be concluded as the measurable achievement of an employee within a specific period.

Monitoring employee performance is essential, as it allows companies to evaluate whether current performance aligns with the organization's goals (Saleha et al., 2023). Companies should conduct periodic and measurable performance evaluations to ensure their work systems are properly documented (Amartha & Martini, 2023). This effort aims to enhance motivation and morale among employees by providing transparent and structured performance assessments (Triono et al., 2021). As a result of these evaluations, the company can take necessary actions to maintain or improve employee contributions, enabling the organization to remain competitive in the workplace (Christiana & Nurhayani, 2016). It is crucial that

employee performance is assessed accurately to identify the quality of each individual and align employee contributions with organizational goals (Rudianto et al., 2023). The urgency of performance evaluation lies in its role as an indicator of whether a company's objectives have been achieved (Zebua, 2020). Employee performance serves as a key reference for understanding how much employees contribute to their organization (Mutiar, 2021). Employees with high performance are typically characterized by responsibility, courage, readiness in decision-making, and consistent efforts to achieve organizational objectives (Permana & Pracoyo, 2022).

3. METHODOLOGY

This research is a quantitative study conducted using primary data obtained through a survey approach. This questionnaire consists of two types of data: nominal data, which includes respondent demographic information, and ordinal data, which comprises the research data. The method used in this study is Structural Equation Modeling - Partial Least Squares (SEM-PLS), processed with the help of SmartPLS version 3 software. The sampling technique employed is purposive sampling, while the sample size was determined using the Slovin formula, resulting in a total of 150 respondents. The respondents in this study were limited to organic employees of PT RST. Furthermore, this testing also consists of two steps. The first step is the lower-order analysis, and the second step is the higher-order analysis. The higher-order step is conducted to improve the measurement accuracy of the variables Perceived Organizational Support (POS) and Work Environment (WE). The research model framework and hypotheses were designed by the researcher in accordance with the research objectives. The research framework is presented in Figure 3.

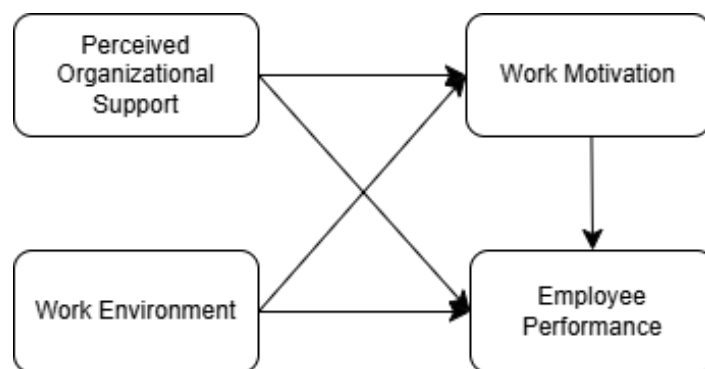


Figure 1. Conceptual Framework

The hypotheses proposed by the researcher based on the research objectives are as follows:

- H1:** Perceived Organizational Support (POS) has a positive effect on Employee Performance (EP).
- H2:** Perceived Organizational Support (POS) has a positive effect on Work Motivation (WM).

H3: Work Environment (WE) has a positive effect on Employee Performance (EP).

H4: Work Environment (WE) has a positive effect on Work Motivation (WM).

H5: Work Motivation (WM) has a positive effect on Employee Performance (EP).

H6: Work Motivation mediates the relationship between Perceived Organizational Support (POS) and Employee Performance (EP).

H7: Work Motivation mediates the relationship between Work Environment (WE) and Employee Performance (EP).

The questions in this questionnaire were developed based on several relevant previous studies. The questionnaire consists of 30 items covering multiple variables. These include four items on Coworker Support (CS) derived from Pejtersen (Pejtersen et al., 2010) and (Mukarramah & Chalil, 2020), three items on Social Relationships (SR) from (Pejtersen et al., 2010), five items on Supervisor Support (SS) from (Pejtersen et al., 2010), three items on Recognition (RC) from (Pejtersen et al., 2010), four items on Training (TR) sourced from (Hartomo & Luturlean, 2020), (S. A. Putri & Warianto, 2017), and (Fauziah, 2024), five items on Work Motivation (MK) based on (Ananda et al., 2022), and six items on Employee Performance derived from Ananda (Ananda, (Ananda et al., 2022), (Elburdah, 2021), and (Sesilia, 2020).

4. RESULT AND DISCUSSION

4.1. Respondent Characteristics

Based on gender, the majority of respondents are male, with a total of 126 respondents, while the remaining 24 respondents are female. The average age of respondents falls within the 31–40 years age group. In addition, there are respondents from the 21–30, 41–50, and other age groups. The respondents' latest educational background is mostly high school or equivalent, followed by Diploma IV/Bachelor's degree graduates, and other education levels. Furthermore, the demographic data based on work units shows that most respondents come from the production unit, followed by the QAQC unit and other work units. Lastly, based on the length of employment, the respondents have mostly been working for 6 to 10 years, while the rest have been working for less than 5 years or more than 10 years. Based on this demographic data, it can be concluded that the respondents in this study provided information from various perspectives. Table 1 presents the demographic information of the respondents in this study.

Table 1. Respondent Demographics

Demographics	Criteria	Frequency	Total	Percentage
Gender	Male	126	150	84%
	Female	24		16%
Age (Years)	<20	1	150	1%

Demographics	Criteria	Frequency	Total	Percentage
	21-30	62		41%
	31-40	73		49%
	41-50	11		7%
	>50	3		2%
Education Level	Junior High School or Equivalent	2	150	1%
	Senior High School or Equivalent	79		53%
	Diploma I/II	2		1%
	Diploma III/Associate	7		5%
	Diploma III/Associate	56		37%
	Master's Degree	4		3%
	Doctorate Degree	0		0%
Work Unit	Produksi	49	150	33%
	HRGA-HSE	15		10%
	Maintenance	12		8%
	SCM	16		11%
	QAQC	24		16%
	Warehouse	13		9%
	Security	12		8%
	PPIC	7		5%
	Project	2		1%
Length of Service (Years)	<5	71	150	47%
	6-10	73		49%
	>10	6		4%

Source: Data Processed (2025).

4.2. Validity and Reliability Test

Reliability testing was conducted using a higher-order model approach, and the values of outer loading, Cronbach's Alpha, and Composite Reliability were obtained. Table 2 shows that all outer loading, Cronbach's Alpha, and Composite Reliability values at the higher-order level meet the required criteria, indicating that all data are reliable. Furthermore, validity testing was conducted using the Average Variance Extracted (AVE) values. If the AVE value for each variable is above 0.5, it can be concluded that each questionnaire item explains half or more of the variance of its respective construct. Table 2 presents the AVE values at the higher-order level.

Table 2. Results of Validity and Reliability Testing

Variabel		Average Variance Extracted (AVE)	Outer Loading	Cronbach's Alpha	Composite Reliability
POS	SS1	0.636	0.853	0.716	0.839
	SS2				
	SS3				
	SS4				
	SS5				
	RC1	0.741	0.741		
	RC2				
	RC3				

Variabel		Average Variance Extracted (AVE)	Outer Loading	Cronbach's Alpha	Composite Reliability
TR	TR1	0.783	0.794	0.724	0.879
	TR2				
	TR3				
	TR4				
WE	CS1	0.783	0.894	0.724	0.879
	CS2				
	CS3				
	CS4				
SR	SR1	0.629	0.876	0.852	0.894
	SR2				
	SR3				
WM	WM1	0.629	0.730	0.852	0.894
	WM2		0.837		
	WM3		0.819		
	WM4		0.759		
	WM5		0.816		
EP	EP1	0.647	0.821	0.890	0.917
	EP2		0.856		
	EP3		0.815		
	EP4		0.813		
	EP5		0.810		
	EP6		0.705		

Source: Data Processed (2025).

4.3. Hypothesis Testing

4.3.1. Direct Effect

The findings indicate that perceived organizational support can influence employee work motivation at PT RST. This finding is supported by research from Ashar et al. (2019), which states that perceived organizational support has a strong influence on work motivation. This implies that the role of support from the organization has a significant impact on employees. Support provided by the organization can boost employees' enthusiasm and passion in carrying out and completing their daily tasks. Similarly, it was also found that perceived organizational support can influence employee performance. This finding is in line with previous research conducted by Chaidir et al. (2023), which provides empirical evidence that perceived organizational support affects employee performance. That study emphasizes and proves that perceived organizational support can have a significant impact on improving employee performance. Perceived organizational support builds an emotional connection with employees, and at the same time, it increases their motivation to perform tasks in alignment with organizational goals, even exceeding the performance standards set by the organization.

The work environment can also influence work motivation. This finding is supported by previous research conducted (I. Jasmine & Edalmen, 2020), which found that the work environment has a strong impact on increasing motivation. A good work environment, as well as effective communication between subordinates and supervisors and among coworkers, can encourage employees to perform their jobs well. On the other hand, the work environment does not have a significant influence on employee performance. This finding indicates that there are other factors that are more influential in driving and affecting employee performance at PT

RST compared to the work environment. Although the work environment is considered an important factor in enhancing employee productivity, this study did not find a significant interaction between the work environment variable and employee performance. This finding contradicts previous studies done by Habeahan (2023), Halomoan & Suhartono (2020), Mogi et al. (2024), Arianto & Kurniawan (2020), and Astuti & Rianto (2022), which stated that employee performance can be influenced by the work environment. These differing results may be driven by various factors such as the nature of the industry, organizational culture, and individual aspects that influence how employees adapt to their work environment. In addition, work motivation also has a positive effect on employee performance. This finding is supported by previous research conducted by Kristanti & Lestari (2019), which found that work motivation significantly influences employee performance. An employee with good performance must have strong motivation to perform well. High work motivation leads employees to work more enthusiastically and optimally.

4.3.2. Mediating Effect

Work motivation can mediate the relationship between perceived organizational support and employee performance. Organizational support has the potential to improve employee performance through increased work motivation, although its indirect effect is weaker than the direct effect of organizational support on performance. While work motivation can enhance the relationship between perceived organizational support and employee performance, other factors, such as job satisfaction and employee engagement, often have a more dominant impact. It is important for organizations to directly pay attention to the support they provide in order to achieve better performance outcomes. Similarly, work motivation at PT RST also plays a significant mediating role in the relationship between the work environment and employee performance. The presence of work motivation as a mediating variable can strengthen the relationship between the work environment and performance. The direct relationship between the work environment and employee performance was not found to be significant; however, when work motivation was used as a mediator, the relationship became significant. The key takeaway is that a conducive work environment can increase employee motivation, which in turn positively impacts their performance. A good work environment, such as a comfortable atmosphere, harmonious social relationships, and adequate facilities, can encourage employees to work more optimally. Improved work motivation stems from a positive work environment, which then drives productivity and indirectly supports the achievement of work targets. Organizations need to ensure that environmental factors create comfort and provide support for employees in carrying out their duties.

Table 3. Result of Hypothesis Testing

Hypothesis	Variable	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)
Direct Effect	POS → WM	0.249	0.262	2.407
	POS → EP	0.135	0.133	2.250
	WE → WM	0.427	0.420	4.744
	WE → EP	0.105	0.107	1.732
	WM → WP	0.691	0.691	12.023
	POS → WM → EP	0.172	0.182	2.324

Hypothesis	Variable	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)
Mediating Effect	WE → WM → EP	0.295	0.289	4.627

Source: Data Processed (2025).

5. CONCLUSION

The findings indicate that perceived organizational support influences employee work motivation at PT RST. Similarly, perceived organizational support is also found to have a positive effect on employee performance. Furthermore, the work environment is found to have an impact on work motivation. On the other hand, the work environment does not have a significant impact on employee performance. In addition, work motivation has a positive impact on employee performance. Another important finding is that work motivation mediates the relationship between perceived organizational support and employee performance. Likewise, employee motivation at PT RST also serves as a strong mediator in the relationship between the work environment and employee performance. Based on the data analysis of the research findings, the author provides several recommendations to PT RST regarding human resource management. First, from the company's perspective, it is suggested that an employee retention program based on career development be implemented. Second, from the employees' perspective, it is recommended to organize transformational leadership workshops or training, a monthly employee recognition program, a Personalized Learning and Development Plan (PLDP), character-building training, and team-building programs. This study has limitations in terms of the research sample, which is not comprehensive. Future research may consider increasing the number of respondents overall and incorporating additional independent variables to enrich the analysis. This would be particularly beneficial for those seeking to explore more deeply the relationship between perceived organizational support, work environment, motivation, and employee performance.

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