

The Influence of Work Environment and Work Motivation on Employee Performance in the Islamic Business Perspective (A Study at PT Dua Putra Sekincau, Way Laga, Bandar Lampung)

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Abstract

This study examines the influence of the work environment (X1) and work motivation (X2) on employee performance (Y) at PT Dua Putra Sekincau, Way Laga, Bandar Lampung, analyzed through the lens of the Islamic business perspective. Human resources play a pivotal role in organizational success, yet PT Dua Putra Sekincau faces challenges including an insufficiently comfortable work environment, low work motivation, and suboptimal employee performance. Drawing on Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, this research employs a quantitative approach with a saturated sampling technique covering all 57 employees as respondents. Data were collected through closed questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that the work environment has a positive and significant effect on employee performance (path coefficient = 0.486; t-statistic = 3.633; p-value = 0.000), and work motivation also has a positive and significant effect on employee performance (path coefficient = 0.317; t-statistic = 2.589; p-value = 0.010). The R-Square value of 0.565 indicates that both variables jointly explain 56.5% of the variation in employee performance. From the Islamic business perspective, both the work environment and work motivation are closely aligned with Islamic values such as amanah (trustworthiness), ihsan (excellence), discipline, and responsibility, as reflected in QS At-Taubah: 105, QS An-Nahl: 90, and QS Ar-Ra'd: 11.

Keywords: Work Environment; Work Motivation; Employee Performance; Islamic Business Perspective.

1. Introduction

Human resources constitute a critical asset for organizations in achieving strategic objectives. In an increasingly competitive business environment, companies are required to continuously improve the quality and performance of their employees to survive and grow. Employee performance directly relates to productivity, work effectiveness, and the achievement of organizational targets. Consequently, organizations must pay careful attention to the various factors influencing employee performance, among which the work environment and work motivation are recognized as two of the most significant (Hasibuan, 2019).

Based on data published by Data Indonesia, labor productivity in Indonesia has shown an increasing trend in recent years, as illustrated in the following figure.



Figure 1.1 Labor Productivity Level in Indonesia 2016–2025

PT Dua Putra Sekincau is a company engaged in the production, processing, and distribution of Robusta coffee, located in Way Laga, Bandar Lampung. Indonesia ranks as the third-largest coffee-producing country in the world, making it imperative for companies operating in this sector to maintain high-quality human resources capable of sustaining productivity and product quality (Muhamad, 2023). However, observations at PT Dua Putra Sekincau reveal several ongoing challenges, including employees who arrive late, lack discipline in utilizing work time, and experience delays in completing assigned tasks. These conditions indicate suboptimal performance driven by low work motivation and an insufficiently comfortable work environment.

The work environment encompasses the physical and non-physical conditions surrounding employees during work. A comfortable, safe environment with harmonious interpersonal relationships can increase enthusiasm and productivity. Survey data published by Databoks indicate that 55.3% of respondents consider a positive work environment as the primary factor contributing to happiness at work (Santika, 2023). Similarly, work motivation—defined as the inner drive to perform work earnestly in pursuit of specific goals—plays an equally important role. Employees with high motivation tend to be more disciplined, responsible, and productive, whereas low motivation leads to declining work quality and reduced productivity (Uno, 2021).

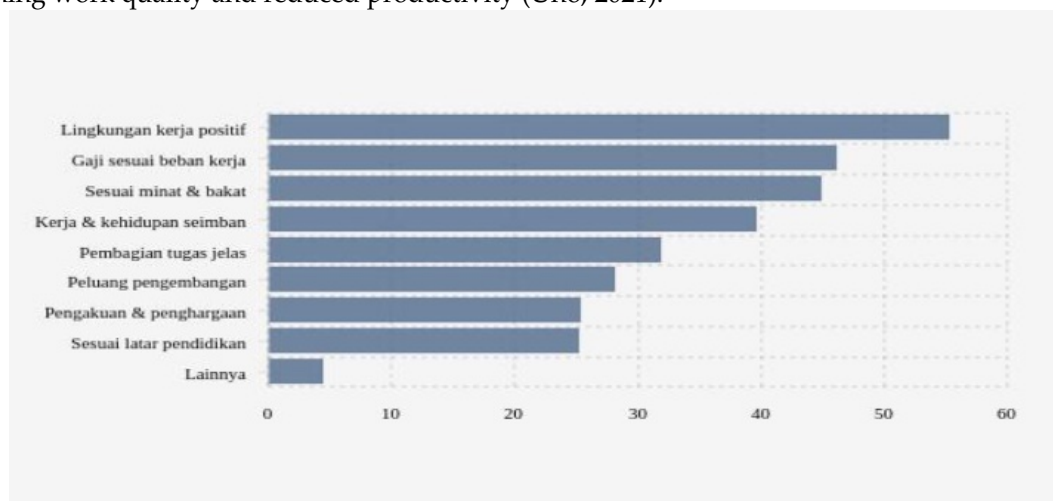
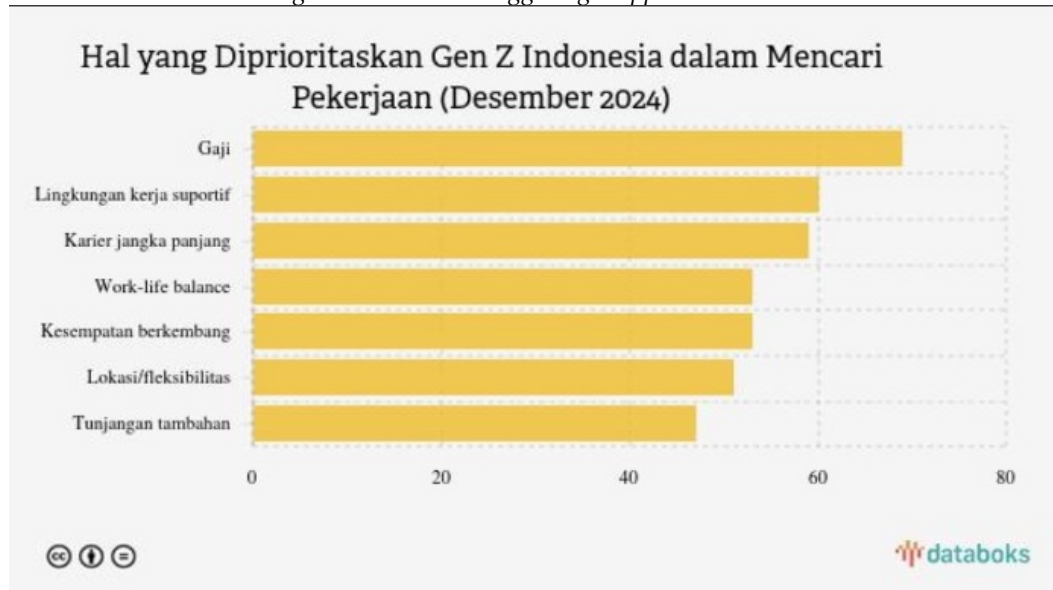


Figure 1.2 Factors Triggering Happiness at Work*Figure 1.3 Factors Influencing Employee Motivation and Work Happiness (Gen Z Indonesia, December 2024)*

From an Islamic business perspective, both the work environment and work motivation are fundamental to employee performance. Islam teaches that every task must be carried out with full responsibility, honesty, discipline, and professionalism as a form of worship to Allah SWT. This principle is reflected in QS At-Taubah: 105, which calls upon believers to work earnestly, with the awareness that their efforts are witnessed by Allah, His Messenger, and the believers. The integration of Islamic values—amanah, ihsan, and itqan—into the organizational context is expected to further strengthen employee performance beyond what conventional management approaches alone can achieve.

Several prior studies have demonstrated that the work environment and work motivation positively and significantly affect employee performance (Prabowo & Lesmana, 2023; Karwati & Selvi, 2023; Wicaksono & Nurfadillah, 2021). However, inconsistencies in findings remain, with some research reporting non-significant results (Astuti & Kurnia, 2020). Moreover, no prior research has specifically examined these variables within the Islamic business perspective at PT Dua Putra Sekincau. This gap constitutes the novelty of the present study. Accordingly, this research aims to analyze: (1) the effect of the work environment on employee performance; (2) the effect of work motivation on employee performance; and (3) both variables examined through the Islamic business lens.

2. Literature Review

Work Environment (X1)

The work environment refers to everything surrounding employees during work—both physical and non-physical conditions—that influences the performance and execution of their tasks. According to Sedarmayanti (2017), the work environment is a place in which groups of people operate, encompassing various supporting facilities that enable the achievement of organizational goals in accordance with the company's vision and mission. Nitisemito further defines the work environment as all things surrounding workers that affect them in carrying out their assigned duties. Sunyoto (2015) emphasizes that the work environment is a critical component during employee work activities, capable of providing motivation that directly influences performance.

The work environment is broadly classified into two types. Physical work environment refers to all physical conditions in the workplace that influence employees directly or indirectly, including lighting, air temperature, workspace layout, cleanliness, noise, safety, and decoration (Sedarmayanti,

2017; Nitisemito). Non-physical work environment encompasses all conditions related to working relationships, whether between superiors and subordinates, among peers, or between supervisors and employees. Harmonious working relationships and effective communication create a comfortable atmosphere that enables employees to perform their duties efficiently and effectively (Nitisemito). Indicators of the work environment in this study include: lighting, air temperature, workplace odor, workplace decoration, work safety, and working relationships.

Work Environment in the Islamic Business Perspective

In the Islamic perspective, a good work environment is one that promotes comfort, justice, cooperation, and mutual respect among employees. Islam teaches that every task must be performed with full responsibility and should not cause harm to others. QS An-Nahl: 90 commands believers to uphold justice (adl) and excellence (ihsan), and to assist one another. This principle implies that organizations must create a fair, cooperative, and harmonious work environment that enables employees to perform optimally, in accordance with Islamic ethical values.

Work Motivation (X2)

Work motivation refers to the drive—from within or from others—that compels a person to work consciously and enthusiastically toward specific targets (Mulyadi, 2015). According to Wibowo, motivation is the will or desire that arises in an employee, generating the spirit or drive to work optimally in pursuit of organizational objectives. Sunyoto (2015) describes motivation as an internal drive that grows within an individual. These definitions converge on the understanding that motivation energizes employee behavior toward goal achievement.

This study draws primarily on Herzberg's Two-Factor Theory, which distinguishes between motivator factors (intrinsic elements such as achievement, recognition, responsibility, advancement, and the nature of the work itself) and hygiene factors (extrinsic elements such as salary, bonus, job security, interpersonal relationships, and organizational policies). Maslow's Hierarchy of Needs and McGregor's Theory X and Y are also incorporated to provide a broader theoretical foundation. Motivation indicators in this study follow Zameer et al.: monetary motivational factors (salary and bonus) and non-monetary motivational factors (employee welfare assurance, job security, and promotion).

Work Motivation in the Islamic Business Perspective

In the Islamic perspective, work motivation is not solely oriented toward material gain but is fundamentally a form of ibadah (worship) and responsibility to Allah SWT. Islam teaches that individuals must strive to change their own conditions, as stated in QS Ar-Ra'd: 11: 'Indeed, Allah will not change the condition of a people until they change what is in themselves.' This verse underscores that change and success must be initiated by one's own effort and determination. In the workplace, Islamic motivation drives employees to work diligently, honestly, and responsibly, integrating the pursuit of worldly success with spiritual accountability.

Employee Performance (Y)

Employee performance refers to the result of a work process measured over a specific period based on predetermined standards (Edison et al., 2016). Mangkunegara (2017) defines performance as the quality and quantity of work results achieved by an employee in executing tasks according to the responsibilities given. Mangkuprawira describes performance as the planned outcome of a work process in accordance with company standards. Rivai characterizes performance as the actual behavior exhibited by every individual as the product of their role in the organization.

Factors influencing performance include individual capability factors (cognitive and technical ability) and motivational factors (attitudes shaped by an employee's disposition in facing work situations). Employees with high performance tend to demonstrate personal responsibility, pursue realistic goals, utilize concrete feedback, and seize opportunities to fulfill planned targets (Mangkunegara, 2017). Performance indicators used in this study, following Setiawan, are: timeliness

of task completion, adherence to working hours, attendance rate, inter-employee cooperation, and job satisfaction.

Employee Performance in the Islamic Business Perspective

In Islam, employee performance reflects work carried out maximally, honestly, in a disciplined manner, and with full amanah (trustworthiness). QS Al-Ahqaf: 19 states: 'And for all, there are degrees [of reward and punishment] for what they have done, and [it is] so that He may fully compensate them for their deeds, and they will not be wronged.' This verse affirms that every individual will receive recompense commensurate with their deeds. Within the workplace, this principle motivates employees to work optimally and responsibly, knowing their efforts carry both worldly and eternal significance.

Conceptual Framework and Hypotheses

Based on the theoretical review above, the conceptual framework of this study positions the work environment (X1) and work motivation (X2) as independent variables that influence employee performance (Y), analyzed within the Islamic business perspective. The following hypotheses are proposed:

H1: The work environment (X1) has a positive and significant effect on employee performance (Y) at PT Dua Putra Sekincau.

H2: Work motivation (X2) has a positive and significant effect on employee performance (Y) at PT Dua Putra Sekincau.

3. Research Methods

This study employs a quantitative approach with an explanatory research design, aiming to analyze and explain the causal relationships between the work environment and work motivation as independent variables and employee performance as the dependent variable. The population consists of all 57 permanent employees of PT Dua Putra Sekincau in the production and administrative departments. Given the small population size, a saturated sampling (census) technique was adopted, making all 57 employees the research sample.

Primary data were collected through structured, closed-ended questionnaires using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), distributed directly to respondents in written form. The questionnaire items were developed based on the indicators of each variable: work environment (X1), work motivation (X2), and employee performance (Y). Data processing and analysis were conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis covers the outer model (convergent validity, discriminant validity, and construct reliability) and the inner model (R-Square and path coefficient significance via bootstrapping).

4. Results

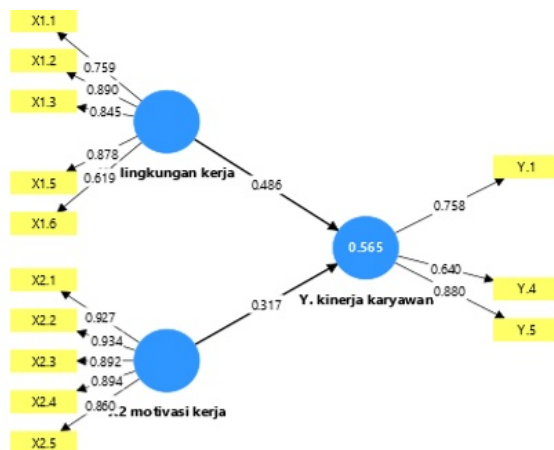
Respondent Characteristics

The study involved 57 respondents who are permanent employees of PT Dua Putra Sekincau working in the production and administrative departments. The respondent profile reflects a workforce predominantly composed of employees in the productive age range, consistent with the labor demands of a coffee processing and export company.

Outer Model Analysis

Convergent Validity – Outer Loading

Convergent validity was assessed through the outer loading values of each indicator. The results of the PLS Algorithm confirm that all indicators for the Work Environment, Work Motivation, and Employee Performance constructs achieve outer loading values above 0.60, with the majority exceeding 0.70, indicating sufficient to high validity for all measurement items.



Output Outer Model (Outer Loading)

Table 1. Convergent Validity — Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Work Environment (X1)	0.647
Work Motivation (X2)	0.813
Employee Performance (Y)	0.586

All AVE values exceed the threshold of 0.50, confirming that each construct meets the convergent validity criterion and adequately captures the variance of its indicators.

Construct Reliability — Cronbach's Alpha

Table 2. Construct Reliability (Cronbach's Alpha)

Variable	Cronbach's Alpha
Work Environment (X1)	0.858
Work Motivation (X2)	0.942
Employee Performance (Y)	0.662

All constructs demonstrate Cronbach's Alpha values exceeding the recommended threshold of 0.70, confirming high internal consistency and reliability of the measurement instruments. The constructs are therefore suitable for structural model testing.

Inner Model Analysis

Coefficient of Determination (R²)

Table 3. Coefficient of Determination (R²)

Variable	R-Square (R ²)	R-Square Adjusted
Employee Performance (Y)	0.565	0.549

The R-Square value of 0.565 indicates that the work environment and work motivation jointly explain 56.5% of the variation in employee performance at PT Dua Putra Sekincau. The remaining

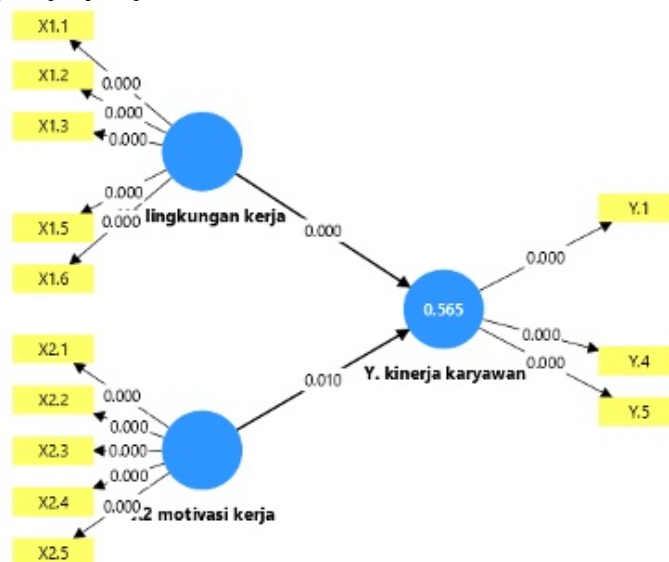
43.5% is attributed to other variables outside the model, such as work discipline, leadership style, compensation, or organizational culture.

Path Coefficient Significance – Bootstrapping

Table 4. Bootstrapping Results – Path Coefficients

Path	Original Sample	T-Statistic	P-Value	Decision
Work Environment → Employee Performance	0.486	3.633	0.000	H1 Accepted
Work Motivation → Employee Performance	0.317	2.589	0.010	H2 Accepted

A path is considered significant when the T-statistic exceeds 1.96 and the p-value is below 0.05. Both paths meet these criteria, confirming the significance of both independent variables in predicting employee performance.



Bootstrapping Test Results

5. Discussion

The Effect of Work Environment (X1) on Employee Performance (Y)

The bootstrapping results show that the work environment has a positive and significant effect on employee performance (original sample = 0.486; T-statistic = 3.633; p-value = 0.000 < 0.05). Therefore, H1 is accepted. A path coefficient of 0.486 indicates that improvements in the work environment—encompassing adequate lighting, appropriate temperature, cleanliness, workplace safety, and harmonious interpersonal relationships—substantially contribute to enhanced employee performance at PT Dua Putra Sekincau.

This finding is consistent with Sedarmayanti's (2017) assertion that a supportive work environment creates the fundamental conditions for employees to work effectively. It aligns with Herzberg's Two-Factor Theory, which classifies physical and interpersonal work conditions as hygiene factors: while their presence alone does not directly motivate employees, their absence causes dissatisfaction that impedes performance. The result is further corroborated by prior studies: Albab and Sudiro (2022) found a positive and significant effect of the work environment on employee performance at PT World Innovative Telecommunication (OPPO) Malang, and Marbun et al. (2024)

reported similar findings among operational employees. Wicaksono and Nurfadillah (2021) likewise confirmed that the work environment positively and significantly affects performance both partially and simultaneously.

From the Islamic business perspective, QS An-Nahl: 90 commands believers to uphold justice, practice ihsan, and assist one another—principles that directly translate into a fair, cooperative, and respectful work environment. When management implements these values, employees feel valued and protected, which motivates them to perform at their best. In the context of PT Dua Putra Sekincau, improving both physical conditions (such as workspace comfort and safety equipment) and non-physical conditions (such as supervisory relationships and peer communication) represents a direct application of Islamic organizational values.

The Effect of Work Motivation (X2) on Employee Performance (Y)

The bootstrapping results indicate that work motivation also has a positive and significant effect on employee performance (original sample = 0.317; T-statistic = 2.589; p-value = 0.010 < 0.05). Therefore, H2 is accepted. A path coefficient of 0.317 reflects a meaningful positive relationship: as motivation levels increase—through adequate salaries, bonuses, welfare assurances, job security, and promotion opportunities—employee performance improves correspondingly.

This result is grounded in Herzberg's motivator factors, which include achievement, recognition, responsibility, and advancement. When employees perceive that their contributions are recognized and that growth opportunities exist, intrinsic motivation is activated, directly strengthening performance outcomes (Herzberg et al., 1959). The finding is supported by Wahyudi, Rony, and Ali (2024), who demonstrated that work motivation positively and significantly affects performance in a systematic literature review, and by Karwati and Selvi (2023), who confirmed the same in a production department setting at CV. Anugrah Karawang. Prabowo and Lesmana (2023) further found that motivation and work environment together significantly drive performance.

From the Islamic business perspective, QS Ar-Ra'd: 11 emphasizes that individuals must initiate change from within themselves—a principle that aligns with the intrinsic dimension of motivation. Islam encourages employees to work not merely for worldly reward but as an expression of ibadah, amanah, and itqan (excellence in craft). When organizations reinforce this Islamic motivation through fair compensation, clear career pathways, and a culture of mutual respect, employees are equipped both materially and spiritually to achieve optimal performance. At PT Dua Putra Sekincau, incorporating Islamic motivational principles into HR policies can serve as a sustainable driver of performance improvement.

Simultaneous Contribution and Islamic Integration

The R-Square value of 0.565 demonstrates that the work environment and work motivation collectively account for 56.5% of the variance in employee performance. This indicates a strong and practically significant model for understanding performance dynamics at PT Dua Putra Sekincau. The remaining 43.5% suggests that additional variables—such as organizational leadership, compensation systems, work discipline, or training and development programs—also contribute to performance and merit further investigation.

The integration of the Islamic business perspective adds a distinctive analytical layer to this study. While conventional management frameworks focus primarily on efficiency and output, the Islamic framework underscores that high-quality performance must be grounded in moral integrity, accountability (amanah), and the pursuit of divine blessing (ridha Allah). The convergence of these two dimensions—empirical evidence and Islamic ethical values—provides PT Dua Putra Sekincau with a holistic foundation for its human resource development strategy.

6. Conclusion

This study concludes that both the work environment and work motivation have a positive and significant effect on employee performance at PT Dua Putra Sekincau, Way Laga, Bandar Lampung. Specifically, the work environment (path coefficient = 0.486; p = 0.000) and work

motivation (path coefficient = 0.317; $p = 0.010$) each significantly predict performance, and together they explain 56.5% of its variance ($R^2 = 0.565$). These findings confirm H1 and H2 and are consistent with prior research and theoretical frameworks, including Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs.

From the Islamic business perspective, a conducive work environment reflects the values of justice and ihsan (QS An-Nahl: 90), while high work motivation embodies the principle of self-driven change and accountability (QS Ar-Ra'd: 11). Employee performance rooted in amanah and itqan is aligned with the teaching that every deed carries eternal accountability (QS Al-Ahqaf: 19). Therefore, PT Dua Putra Sekincau is recommended to: (1) improve physical working conditions such as lighting, temperature, cleanliness, and safety facilities; (2) strengthen non-physical work conditions by cultivating harmonious relationships and open communication; (3) enhance motivation through fair compensation, transparent career development, and welfare assurances; and (4) internalize Islamic work ethics—amanah, discipline, responsibility, and ihsan—as integral elements of the company's organizational culture. Future research is encouraged to incorporate additional variables such as leadership style, organizational commitment, or compensation, and to explore the mediating or moderating roles of Islamic values in the performance equation.

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