

An Exploration Of Employee Performance Is Reviewed From Employee Well-Being, Work Environment, And Rewards At Pt. Pln (Persero) Ulp Tarutung: A Qualitative Approach

1st Jefri Manik

Master of Management

Universitas Pembangunan Panca Budi
Medan Indonesia
manikjefri@gmail.com

2nd Sri Rahayu

Master of Management

Universitas Pembangunan Panca Budi
Medan, Indonesia
sri rahayu@dosen.pancabudi.ac.id

3rd Kiki Farida Ferine

Master of Management

Universitas Pembangunan Panca Budi
Medan Indonesia
kikifaridaferinesyarif@yahoo.com

Abstract-This research aims to explore employee performance at PT. PLN (Persero) ULP Tarutung in the perspective of employee well-being, work environment, and rewards with a qualitative approach. Employee performance is the result of a complex interaction between psychological, physical, and social well-being conditions, the comfort and safety of the work environment, and the reward system received. Data collection was carried out through in-depth interviews and participatory observation of 10 informants consisting of staff and managers. The results show that employees with a good level of well-being and a supportive work environment tend to have more optimal performance, and rewards act as motivation boosters. These findings are expected to be the basis for the development of human resource policies in the SOE work environment.

Keywords: *Employee Well-Being, Work Environment, Rewards, Employee Performance*

I. INTRODUCTION

A. Background of the Problem

Employee performance is an important factor that determines the success of an organization. In a complex work environment such as PT. PLN (Persero) ULP Tarutung, various internal factors affect individual performance in carrying out their duties. Employee well-being, which includes emotional, physical, and social well-being, is the main concern in forming productive and mentally healthy employees (Barinua & BarangoTariah, 2024). Additionally, a supportive work environment and fair rewards can increase employee morale and loyalty to the organization.

This study takes a qualitative approach to explore employees' perceptions of these factors, as well as understand how they interact in daily work life.

In an era of increasingly dynamic business competition, organizations are required to be able to manage human resources optimally to achieve superior performance. One of the strategic approaches that is getting more attention is attention to

employee well-being, which includes physical, mental, and social aspects. Employees who feel well-being as a whole tend to show higher performance, strong loyalty, and positive work involvement (Rahayu, 2018).

In addition, a supportive work environment also plays an important role in shaping productive work behaviors. A safe, comfortable, and collaborative work environment can increase employee motivation and work effectiveness (Farida & Ferine, 2021). In the context of public service provider companies such as PT. PLN (Persero) ULP Tarutung, the quality of the work environment is one of the important indicators in supporting the achievement of service and operational targets.

However, employee welfare and a good work environment do not necessarily fully impact performance without a proper reward system. Rewards function as a reinforcer of expected work behavior and as a form of appreciation for employee work achievements. Therefore, the reward system can act as a moderating variable that strengthens the relationship between employee well-being and the work environment towards improving performance (Mesra, 2022).

This research was conducted at PT. PLN (Persero) ULP Tarutung with the aim of analyzing the influence of employee well-being and the work environment on performance improvement, as well as testing the role of reward as a moderating variable. By understanding the relationship between these variables, companies are expected to be able to design a more effective and performance-oriented HR management strategy.

Changes in organizational dynamics and higher expectations for public services require state-owned companies such as PT PLN (Persero) to continue to transform in human resource management. One of the main challenges faced by PLN, especially in customer service units such as ULP Tarutung, is to maintain and improve employee performance in the face of high operational pressure, demands for electricity supply reliability, and customer satisfaction.



High employee performance is the result of a combination of many factors, both internal and external. Among the internal factors that are most often studied in the human resource management literature are employee well-being and the work environment. Employee well-being includes the physical, psychological, and social well-being of employees that allows them to work productively, be highly committed, and avoid burnout. The work environment, both from physical aspects such as lighting, ventilation, and work safety, as well as social aspects such as relationships between employees and superiors' leadership, also affect individual performance in the workplace.

Optimal employee performance is not only determined by technical skills, but also by psychosocial factors such as employee well-being, a comfortable work environment, and a fair reward system (Robbins & Judge, 2021). In the context of state-owned companies such as PT. PLN (Persero) ULP Tarutung, efforts to improve employee performance must consider the balance between job demands and comfort and rewards received by employees.

Several studies show that employee well-being has a direct effect on productivity and job satisfaction (Ferine, 2021; Rahayu, 2023). Physical work environments such as lighting, ventilation, and noise, as well as relationships between colleagues also play an important role (Sedarmayanti, 2017). Rewards, both in financial and non-financial forms, can moderate the impact of the work environment and welfare on performance (Yohny, 2023).

This research intends to delve deeper into how these three aspects are interpreted by employees in PLN's customer service unit and how they contribute to their performance.

II. THEORETICAL FOUNDATION

A. Employee Performance

According to Robbins & Judge (2021), performance is the result of work achieved by individuals according to organizational standards. Indicators: quantity, quality, timeliness, and responsibility.

Employee performance is the level of achievement of the employee's work in carrying out the tasks for which he is responsible, which reflects his contribution to the organization's goals" (Rahayu, 2018).

The factors that affect Employee Performance according to Robbins and Judge (2021) are:

Individual Factors:

- a. Abilities and expertise,
- b. motivation,
- c. Personality,
- d. Job Satisfaction/ Employee Well-Being,
- e. Experience
- f. Attitude and work ethic.

Leadership Factors:

- a. Leadership Style,
- b. Managerial Support.

Team Factor:

- a. Team Cohesiveness,
- b. Communication

Organizational System Factors:

- a. Organizational Culture,
- b. Compensation System,
- c. Work Environment,
- d. Training with development

Here are some employee performance indicators according to Robbins & Judge (2021) summarized from various sources:

Quality of Work: Employees do the work according to the instructions and standards set., The work produced is of high quality and meets expectations.

Quantity of Work: Employees are able to complete the expected amount of work according to the given target.

Punctuality: Employees complete their tasks and responsibilities according to the specified deadlines.

1. **Effectiveness:** Employees are able to achieve organizational goals in the most effective and efficient way.
2. **Independence:** Employees are able to work independently and take the initiative in completing tasks.
3. **Commitment:** Employees have dedication and loyalty to the work and the organization.
4. **Work Motivation:** Physiological needs, sense of security, social, reward, and self-actualization affect employee work motivation, Work motivation is also influenced by the employee's ability to meet individual needs through work.
5. **Organizational Communication:** The openness of communication in an organization, both vertically and horizontally, affects employee performance.
6. **Work Environment:** Conducive and supportive work environment conditions can also affect employee performance.
7. **Job Satisfaction:** The job satisfaction felt by employees can also affect overall performance.
8. **Work Discipline:** Adherence to work rules and procedures is also an important indicator in performance appraisal.
9. **Abilities and Expertise:** The abilities and expertise possessed by employees are also important factors in achieving optimal performance.
10. **Personality:** Employee personalities, such as initiative, cooperation, and adaptability, can also affect performance.
11. **Organizational Culture:** A positive and supportive organizational culture can also improve employee performance.
12. **Work Stress:** The level of work stress experienced by employees can also affect performance.

B. Employee Well-Being

According to Grant et al. (2021), employee well-being is a psychological, physical, and social condition that allows employees to develop optimally at work. Indicators: work-life balance, job satisfaction, psychological condition, and social support.

According to Grant et al. (2021), factors that affect employee well-being include career, social, financial, physical, and community well-being. Additionally, factors such as the workplace (including the physical environment and organizational culture), personality traits, and work stress also play an important role in employee well-being.

According to Grant et al. (2021), employee well-being indicators include;

1. Physical Health: Excellent physical condition and free from significant illness or health disorders.
2. Emotional Health: The ability to manage emotions well, feel happy, and have low levels of stress.
3. Social Health: Have positive relationships with coworkers and others around them, and feel supported and socially connected.
4. Spiritual Health: Having a sense of purpose in life, strong values, and feeling connected to something bigger than yourself.
5. Job Satisfaction: Feeling satisfied with the work done, feeling appreciated, and having the motivation to do well.
6. Work-Life Balance: Able to balance work and personal life, as well as having time for family, hobbies, and other activities outside of work.
7. Supportive Work Environment: Feel safe, comfortable, and supported by superiors and colleagues in carrying out their work.

C. Work Environment

According to Sedarmayanti (2022), a good work environment is characterized by safe physical conditions, open communication, and harmonious relationships between employees.

Factors that affect the Work Environment according to Sedarmayanti are

Physical Environment; Lighting, Temperature, Humidity, Ventilation, Vibration, Noise, Smell, Color, Music, Safety.

Non-physical environment includes: Interpersonal social relationships (superiors, peers, subordinates)

Indicators of the Work Environment According to Sedarmayanti (2022) are

1. Physical Work Environment

- a. Lighting/Light – Adequate lighting levels for work activities.
- b. Air circulation/ventilation – Fresh air, not stuffy, not stuffy.
- c. Room temperature and humidity – Comfortable, not too hot/cold/humid.
- d. Noise level – Does not interfere with concentration.
- e. Workplace cleanliness – Clean and tidy workspaces.
- f. Layout and décor – Colors, arrangements, and visual displays are fun.
- g. Occupational safety – The presence of physical protection and safety procedures.

1. Non-Physical Work Environment

- a. Relationships between colleagues – Mutual help, support, not conflict.
- b. Relationship with superiors – Communicative, open, fair.
- c. Relationship with subordinates – Cooperative and supportive.
- d. Organizational climate – Conducive and pleasant work atmosphere.
- e. Work culture – Healthy values, norms, and work ethics.

D. Reward

According to Wibowo (2022), rewards include financial and non-financial compensation given to reward employee achievements. Rewards have motivational and retention functions.

The factors that affect Reward according to Wibowo (2022) are:

1. Financial incentives: Base salary, bonuses, benefits, and other compensation supplements.
2. Non-financial incentives: Recognition, appreciation, promotion, conducive work environment, and social rewards.

Reward Indicators according to Wibowo (2022)

Wibowo divides rewards into two main types, namely financial rewards and non-financial rewards, with the following indicators:

1. Financial Rewards

- a) Basic Salary – The fixed wage received by the employee according to the employment agreement.
- b) Allowance – Additional beyond basic salary (transportation, meals, position).
- c) Bonus – Incentives based on work or performance.
- d) Commission – Rewards for achieving certain targets or contributions.
- e) Other incentives – Additional forms of compensation such as overtime.

2. Non-Financial Rewards

- a) Recognition – Praise or appreciation for performance from superiors.
- b) Promotion Opportunities – Opportunities to move up in a position or role.
- c) Giving More Responsibility – Trust in competence.
- d) Comfortable Work Environment – A supportive work atmosphere.
- e) Competency Enhancement – Opportunities to participate in training or self-development.

III. RESEARCH METHODOLOGY

1. This study uses a descriptive qualitative approach. Data collection techniques are carried out through:
2. In-depth interviews with 10 informants (5 technical staff, 3 administrative staff, and 2 supervisors).

3. Direct observation of daily work activities.
4. Internal company documentation.
5. The data analysis technique uses the interactive model of Miles & Huberman (2014) which consists of data reduction, data presentation, and conclusion drawn.
6. This study uses a qualitative approach with a case study method. The purpose of this approach is to explore in depth how employee well-being, work environment, and rewards contribute to employee performance at PT. PLN (Persero) ULP Tarutung.

A. Research Location and Time

The research was carried out at PT. PLN (Persero) Customer Service Unit (ULP) Tarutung, North Sumatra, in the period from May to July 2025.

B. Research Subject

The subject of this study is an employee of PT. PLN (Persero) ULP Tarutung which has a minimum working period of 2 years. Informants were selected purposively taking into account their direct involvement in daily work activities, and their understanding of the work environment and organizational policies.

C. Data Collection Techniques

Data is collected through:

1. In-depth interviews: 10 main informants, consisting of executive employees, supervisors, and unit managers.
2. Non-participatory observation: researchers observe the conditions of the work environment, facilities, and interactions between employees.
3. Documentation: review internal documents such as performance reports, attendance data, and employee reward and well-being policy guidelines.

D. Data Analysis Techniques

Data analysis was carried out using the interactive model of Miles, Huberman, and Saldaña (2014), which included three main stages:

1. Data reduction: summarizing, choosing the focus of the data, and constructing patterns based on the findings of interviews and observations
2. Data presentation: visualize data in the form of narratives and descriptive tables.
3. Conclusion drawing and verification: formulating key findings that answer the research focus and verifying with additional data.

E. Data Validity Test

The validity of the data was tested through triangulation of sources and techniques. Validity is strengthened by:

1. Source triangulation: comparing data from various informants.
2. Triangulation technique: comparing interview results with observations and documentation.
3. Member checking: confirmation of the results of the interview to the informant.

F. Respondent Characteristics

1. Gender: 6 male, 4 female
2. Age: 2 people (21–30 years), 4 people (31–40 years), 3 people (41–50 years), 1 person (>50 years)
3. Last Education: 1 High School person, 6 D3 people, 3 S1 people
4. Working Period: 3 people (<5 years), 4 people (5–10 years), 3 people (>10 years)

Key Findings:

1. Employees with a high level of well-being are more enthusiastic and have a high attendance rate.
2. A safe, clean, and technology-enabled work environment makes employees feel valued.
3. Performance-based rewards are considered fair and motivate service quality improvement.

IV. RESULTS OF RESEARCH AND DISCUSSION

A. Characteristics of Respondents

This research involved 10 informants consisting of implementing employees, supervisors, and managers at PT. PLN (Persero) ULP Tarutung. The following are the characteristics of respondents:

1. By Gender:
 - a. Male: 7 people
 - b. Female: 3 people
2. By Age:
 - a. Ages 25–30: 2 people
 - b. Ages 31–40: 5 people
 - c. Ages 41–50: 3 people
3. Based on Last Education:
 - a. Diploma (D3): 1 person
 - b. Bachelor (S1): 8 people
 - c. Postgraduate (S2): 1 person
4. Based on Tenure:
 - a. < 5 years: 1 person
 - b. 5–10 years: 4 people
 - c. 10 years: 5 people

2. Research Findings

- 1) Employee Well-Being The majority of informants interpret well-being as a condition where they feel physically and psychologically comfortable at work. Factors such as work-life balance, health insurance, and a conducive emotional atmosphere contribute to their well-being.
- 2) "The most important thing is that we work but are not burdened, especially if the problem of the house can be solved without being disturbed by work." – Informant A
- 3) Work Environment Most of the informants admitted that the work environment at PT. PLN ULP Tarutung is quite supportive. However, some physical aspects such as the comfort of the workspace and the completeness of the facilities still need to be improved. Social relations between employees are fairly good and are one of the factors that increase work morale.
"The workplace is actually good, there are only a few spaces that need to be renovated. The relationship between co-workers is also very positive." – Informant C
- 4) Reward Some informants feel that the rewards given are not maximum. Forms of appreciation such as bonuses, certificates, or verbal appreciation from superiors are considered important but not evenly distributed. There is a need for a fairer and more transparent reward system.
"Sometimes those who work hard are not even visible, the rewards are just that. It should be more open and contributed." – Informant E
- 5) Employee Performance Employee performance is greatly influenced by the interaction of these three variables. Informants feel that if they are valued, are in a comfortable work environment, and are emotionally and physically well-being, then productivity increases significantly.
"If everything is balanced, from rewards to the environment, we will automatically work more enthusiastically. We can also achieve the target." – Informant H

B. Discussion

The results of this study are in line with the theory of Robbins and Judge (2021) that internal factors such as well-being and intrinsic motivation, as well as external factors such as environmental conditions and reward systems, affect performance simultaneously. This is also supported by the opinion of Sri Rahayu (2023) who emphasizes the importance of a holistic approach in increasing work productivity.

The findings show that employee well-being is not just about healthcare facilities, but also includes a sense of appreciation and emotional support. A comfortable work environment and healthy social relationships increase loyalty and work efficiency. Meanwhile, rewards, which are not only financial but also recognition, become a psychological reinforcement for employees.

Thus, this qualitative approach is able to fully capture employees' subjective experience of three important factors that shape their work performance.

V. CONCLUSION

Based on the results of the exploration of informants at PT. PLN (Persero) ULP Tarutung, it can be concluded that employee performance is greatly influenced by the balance between employee well-being, work environment, and rewards given. These three factors complement each other and create working conditions that are conducive to increased productivity. Good employee well-being improves psychological comfort, a supportive work environment strengthens employee relationships and work efficiency, while fair and transparent rewards provide additional motivation to perform highly.

VI. SUGGESTION

1. Company management needs to increase attention to employee welfare, both from physical, emotional, and social aspects.
2. Facilities and physical working environment need to be improved to create a more ergonomic and comfortable workspace.
3. The reward system needs to be organized in a more open, fair, and based on actual performance in order to encourage sustainable work motivation.
4. Companies can consider HR training and development programs that support the achievement of employee well-being and a positive work culture.

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