



The Influence of Physical Work Environment and Talent Management on Employee Performance at PT Central Pacific Development in Cigudeg District, Bogor Regency District, Bogor Regency

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ABSTRACT

This study aims to analyze and provide empirical evidence regarding the influence of physical work environment and talent management on employee performance at PT Central Pacific Development. The research method uses a quantitative method with a survey approach. The research population is all employees of PT Central Pacific Development in 2025 which totals 95 people sampling techniques with the use of saturated sampling or all members of the population are used as samples. The research instrument used was in the form of questionnaires, observations and interviews were also carried out. Data analysis used multiple linear regression using SPSS Software Version 25. The results showed that 1) Partially, the physical work environment had an effect on employee performance with a statistical value of 3.443 > a table of 1.986 with a significance value of 0.0001 < 0.05, and 2) partially, talent management had no effect on employee performance with a statistical value of a partial test of 0.973 < a table of 1.986 with a significance value of 0.333 > 0.05. while 3) simultaneously the physical work environment and talent management affect employee performance with a statistical value of 25.188 Fcal simultaneous test > Ftable 3.095 with a significance value of 0.000 < 0.05. The value of the determination coefficient was 0.340, which means that employee performance was influenced by the physical work environment and talent management by 34% while the remaining 66% of employee performance was influenced by other variables that were not studied in this study

INTRODUCTION

Human resources are the most important part of any company, as they help the business move forward and reach its goals. Company leaders need to understand and take care of each employee, both on their own and as part of a team, because the quality of the people working there directly affects how well the company meets its objectives. That's why it's important for management to pay attention to how well employees are doing. The organization's success is dependent on the support and development of its human resources.

All individuals in an organization or a business must be aware of the need to make efforts to create optimal working conditions through various appropriate strategies and initiatives. This will ultimately encourage every individual or employee to continuously improve their performance in achieving organizational goals.

PT Central Pacific Development is one of the companies engaged in the mining sector as a producer of aggregate materials split, rock ash, screening, scalping, and sirdam. PT Central Pacific Development is developing dynamically by prioritizing a commitment to quality and the best service for consumers. PT Central Pacific Development as a company engaged in the mining sector faces challenges in maintaining optimal employee performance.

Performance is very important for a company because it has been shown to be a major factor in determining success. Every company wants employees to fully commit to doing their best to reach the best possible results. Without top performance from all team members, it will be difficult to reach the company's goals. Performance refers to the overall results someone achieves during a certain time while doing their job. There are set standards for how well tasks are done, and these goals are agreed upon by everyone involved.

An employee's performance is closely connected to having a good and supportive work environment. The physical work environment, which includes things like cleanliness, space, air quality, noise levels, lighting, and safety, is an important part of this. The effectiveness of the physical work environment is judged by how well it helps workers stay productive and avoid major problems or distractions.

A comfortable and well-organized physical work environment can increase employee morale and productivity. Conversely, unsupportive environments, such as cramped workspaces, poor lighting, or high noise, as well as inadequate safety facilities and facilities, are likely to lower employee motivation and performance.

Physical work environment conditions that are not optimal can have an impact on decreased productivity, employee health problems, and job satisfaction levels. This reflects the importance of management's attention to improving the physical work environment to create working conditions that support optimal employee performance.

Besides the physical work environment, which is constantly changing, companies must ensure they have the right people with the right skills in the right jobs. That's why managing talent is so important. Talent management is a process companies use to make sure they have future leaders and skilled workers who can take on important roles that are valuable for the company's success.

Talent refers to employees who are valuable because of their strong abilities and who the company wants to keep and grow. Talent can also mean employees who show promise and have the potential to become future leaders within the company.

Talent management has an impact on employee performance in a company. Through talent identification, skill development, and proper placement, talent management helps ensure that employees can use their potential to the fullest. Talent management is not just about hiring the right people, but also about ensuring that they can thrive and contribute to the fullest in the work environment.

Limited talent in a company can be an obstacle to the organization's future growth. Based on an initial survey conducted through an interview process with HRD of PT Central Pacific Development, there are several important findings related to the talent management process at PT Central Pacific Development. In terms of recruitment, the company prioritizes the surrounding community but still implements a fair selection process. The phenomenon that arises from this recruitment strategy is that the level of education of employees is still relatively low, where the majority are graduates of elementary, junior high, and high school, while the number of undergraduate graduates is still limited. From the acquisition aspect, the company faces difficulties in recruiting prospective employees who have special competencies according to the position they will hold.

Meanwhile, in the aspect of training and development, the company experienced obstacles in improving employees' work skills. This is because human resource development has not yet become a priority. The training system is not run consistently because companies tend to prioritize the allocation of costs for other operational needs. This indicates that training and development have not been a top priority in the human resource development strategy.

In a high-risk mining industry and fierce competition, suboptimal employee performance can have an impact on lost work productivity. Therefore, companies need to ensure comfortable and safe environmental conditions so that employees can work optimally. In addition, companies need to optimize investment in human resources through an effective talent management system, which is necessary for the long-term survival of the organization.

Based on the description above, the author is interested in conducting research with the title *The Influence of Physical Work Environment and Talent Management on Employee Performance of PT Central Pacific Development*.

LITERATURE REVIEW

1. Definition of Management

Management comes from the Latin language. The word is based on "manus," which means hand, and "agere," which means to do. When these words are put together, they form "managere," which means to handle. In English, "managere" becomes the verb "manage," the noun "management," and "manager" for the person who does the managing. In Indonesian, "management" is also translated as "management."

According to Pratama (2022:8), "Management is a science and an art that involves achieving goals by using the organization's resources efficiently and effectively." Sarinah and Mardalena (2017:7) say, "Management is a process of achieving goals by working together with people, people, and other organizational resources." Gandung (2021:1) adds, "Management involves people who take on responsibilities to achieve goals within a clear organizational structure and roles."

2. The Importance of Human Resource Management (HR) and Human Resources (HR)

According to Pratama (2022:3), "Human Resource Management is a management area that deals with planning for human resources, hiring people, training them, helping with their career growth, and taking steps to improve the organization or company." Good human resources are the most important asset for any organization because they are the key to achieving the company's goals and purpose. The quality of excellent human resources isn't just about having good skills, but also about being able to adapt, staying motivated, and being committed to the company's values.

3. Employee Performance

Mangkunegara (2019:75) says, "Performance is the achievement of work in terms of how good and how much a worker does their job according to the responsibilities they have." Marlius and Melaguci (2024) explain, "Performance is the result of work done over a certain time, compared to the standards, goals, and criteria that were set before." Sinambela (2018:480) defines employee performance as a person's ability to use their skills effectively. Employee performance is an important part of reaching organizational goals, and it shows how well workers can do their jobs in a way that is both effective and efficient. Good performance of the employee indicates that the individual has adequate competence. Competencies include knowledge, skills, and attitudes that are appropriate to the work being done. Competent employees are not only able to complete tasks well but can also contribute to the achievement of the organization's overall targets.

According to Sedarmayanti (2019:463), employee performance is described as "the result of work that a person or group of people can achieve in an organization, based on their authority and responsibility, in order to reach the organization's goals in a legal, moral, and ethical way." Good performance depends a lot on the quality of the people working in management positions. Employee performance plays a key role in how well an organization or company does. To reach the best possible performance, companies must make sure that every employee knows exactly what they are supposed to do. Also, support from

managers, like regular training and development opportunities, is very important to help employees grow and get better at their jobs.

4. Physical Work Environment

According to Sedarmayanti (2017:9), "The work environment includes all the tools and materials a person uses, the place where they work, their working methods, and how they organize their work both alone and with others." One important factor that can affect how well workers perform, how much they produce, and how satisfied they are with their roles in a business or organization is the physical workspace. The physical condition of the workplace is something workers can see and feel right away, and it has a big impact on how they do their jobs. (Mogi and others, 2024). According to Swasti et al. (2024), the physical work environment encompasses everything surrounding an employee that may have an impact on their performance of their duties (Nawawi, 2016:119).

5. Talent Management

According to Singerin, et al. (2024), talent management is a strategic way to find, develop, and keep talented people in an organization. Pella and Inayati (2011), as cited in Purnawan, et al. (2023), said that talent management is a process to make sure a company has the right people in key roles for future leaders and in positions that support the company's main strengths and skills. They also mentioned that talent refers to people the company wants to keep because they bring value, and talent can be seen as employees who show potential to become future leaders. Talent management involves a planned process of identifying people with high potential and outstanding performance, and giving them chances to grow. It is a concept that starts with planning, getting, developing, and keeping talent within an organization, as explained by Halimatusyadiah and Suwarsih (2024).

H3

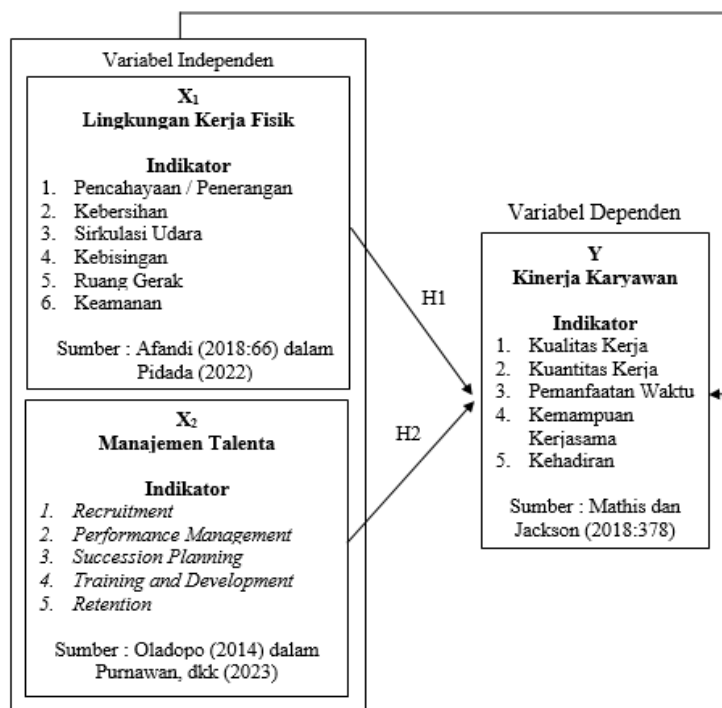


Figure 1. Fra.me of Mind

METHODOLOGY

The Research Method Uses A Quantitative Method with A Survey Approach

In this study, the quantitative survey method was used to examine the influence of the physical work environment and talent management on employee performance at PT Central Pacific Development.

In this study, primary data were used. Using primary data will allow researchers to obtain accurate and relevant data directly from the source. There are various techniques in primary data collection, including interviews, questionnaires, and observations.

The research population is all employees of PT Central Pacific Development in 2025 which totals 95 people sampling techniques with the use of saturated sampling or all members of the population are used as samples. The research instrument used was in the form of questionnaires, observations and interviews were also carried out. Data analysis used multiple linear regression using SPSS Software Version 25.

RESULTS AND DISCUSSION

1. Descriptive Statistical Analysis

Descriptive statistical data measurement needs to be done to see a general picture of the data such as the average value (*red*), highest score (*max*), lowest value (*min*) and the standard deviation of each variable. In this study, the dependent variables are Employee Performance (Y), independent variables are Physical Work Environment (X1) and Talent Management (X2). The results of the descriptive statistical test of the research can be seen in table 1 as follows:

Table 1. Results of Descriptive Statistical Analysis Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Physical Work Environment (X1)	95	25	90	80,18	8,166
Talent Management (X2)	95	37	91	79,87	7,280
Employee Performance (Y)	95	61	97	82,38	5,670
Valid N (listwise)	95				

Source : Data processed SPSS Version 25, 2025

Based on the results of the descriptive statistical test in table 1 above, it can be described that the data contribution obtained by the researcher is

1. Physical Work Environment Variable (X1), The data shows that the lowest value is 25, the highest is 90, the average is 80.18, and the standard deviation is 8.166.
2. Talent Management Variable (X2), The data shows that the lowest score is 37, the highest is 91, the average is 79.87, and the standard deviation is 7.280.

3. 3.Employee Performance Variable (Y), The data shows that the lowest score is 61, the highest is 97, the average is 82.38, and the standard deviation is 5.670.

A. Normality Test

The normality test checks if the leftover numbers from the regression model follow a normal distribution. In this study, we used two methods: the Graph Normality Probability Plot and the Non-Parametric Kolmogorov-Smirnov (K-S) test. If the points on the graph are spread out around the diagonal line and match its pattern, the data is considered normal. Also, if the significance value (sig) is above 0.05, the data is said to be normally distributed. Here are the results of the normality test.

Table 2. Results of the Kolmogorov Smirnov Normality Test (K-S)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		95
Normal Parameters, b	Mean	0
	Std. Deviation	4,55809176
Most Extreme Differences	Absolute	0,064
	Positive	0,038
	Negative	-0,064
Test Statistic		0,064
Asymp. Sig. (2-tailed)		,200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Data in SPSS Processing Version 25, 2025

Based on the results of the normality test with *Kolmogorov Smirnov* (K-S) shown in the table, a significance value of 0.200 is obtained which is greater than 0.05. Thus, it can be concluded that the residual has a normal distribution.

2. Multiple Linear Regression Analysis

Multiple linear regression is a way to understand how two or more factors (X) affect a single outcome (Y). Before using this method, certain important conditions are checked to ensure they are met. In this study, the multiple linear regression model is used to examine how the Physical Work Environment and Talent Management impact Employee Performance. Here are the results from the multiple linear regression analysis:

Table 3. Results of Multiple Linear Regression Analysis Test

Type		Coefficient				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	47,172	5,300		8,900	0,000
	Physical Work Environment (X1)	0,334	0,097	0,481	3,443	0,001
	Talent Management (X2)	0,106	0,109	0,136	0,973	0,333
a. Dependent Variable: Employee Performance (Y)						

Source : Data processed SPSS version 25. 2025

Based on the results from the multiple regression test shown in the table above, the regression coefficients are found in the column labeled Unstandardized Coefficients, specifically in the sub-column B. In this sub-column, the constant value is 47.172, the regression coefficient for the Physical Work Environment (X1) is 0.334, and the regression coefficient for Talent Management (X2) is 0.106.

Based on these results, a multiple linear regression equation model can be formulated The regression model in this study is as follows:

$$Y = \alpha + \beta_1X_1 + \beta_1X_2 + \beta_1X_3 + e$$

$$Y = 47.172 + 0.334 + 0.106$$

From the regression model equation above, it can be interpreted as follows:

1. The constant value is 47.172, meaning that when both the Physical Work Environment (X1) and Talent Management (X2) are at zero, the Employee Performance (Y) for the company PT Central Pacific Development is 47.172.
2. The Physical Work Environment (X1) has a regression coefficient of 0.334. This means that for every 1 unit increase in X1, Employee Performance (Y) increases by 0.334, and for every 1 unit decrease, it decreases by 0.334.
3. The Talent Management (X2) has a regression coefficient of 0.106. This means that for every 1 unit increase in X2, Employee Performance (Y) increases by 0.106, and for every 1 unit decrease, it decreases by 0.106.

3. Coefficient Determination Test

The determination coefficient test is a test to find out how far the regression model can explain the dependent variable (Y variable). to measure the determination coefficient test by looking at the R square (R2) value contained in the Model Summary table.

The following are the results of the calculation of the determination coefficient processed using the SPSS version 25 program.

Table 4. Determination Coefficient Test Results

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595a	0,354	0,340	4,607
a. Predictors: (Constant), Talent Management (X2), Physical Work Environment (X1)				

Source : Data processed SPSS version 25. 2025

The table above shows the results of the Coefficient of Determination test. The R-Squared value is 0.354, which is 35%, and the Adjusted R-Squared value is 0.340, which is 34%. This means that the Physical Work Environment and Talent Management together have an impact of 34% on Employee Performance at PT Central Pacific Development. The remaining 66% of the impact comes from other factors or variables that were not included in this study.

4. Hypothesis Test

a. Partial Test (t)

To determine how much each independent variable alone influences the dependent variable, a partial test was conducted. This study employed a two-way significance test with a significance level of 5% (or 0.05). If the calculated t-value is greater than the t-value from the table or if the probability value (sig) is less than 0.05, it can be concluded that the independent variable has some effect on the dependent variable. This is how the partial test results are determined.

Table 5. Partial Test Results (t-test)

Coefficient						
Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	47,172	5,300		8,900	0,000
	Physical Work Environment (X1)	0,334	0,097	0,481	3,443	0,001
	Talent Management (X2)	0,106	0,109	0,136	0,973	0,333
a. Dependent Variable: Employee Performance (Y)						

Source : Data processed SPSS version 25. 2025

It is known that the number of observation data is 95 with variables (X and Y) as many as $K = 3$, so that *the degree of freedom* (df) = $n-k$ ($95-3$) = 92, so the ttable used is 1.98609 (can be seen in attachment 16) with a significance level of 0.05. Based on the partial test, it can be found :

1. The calculated t-value of 3.443 for the physical work environment (X1) is more than the table t-value of 1.986. Less than 0.05, or 0.001, is the significance value. Thus, we accept the alternative hypothesis (Ha) and reject the null hypothesis (H0). This indicates that at PT Central Pacific Development, employee performance is significantly impacted by the physical work environment.
2. The computed t-value for talent management (X2) is 0.973, which is less than the t-value of 1.986 seen in the table. At 0.333, the significance value is greater than 0.05. Thus, we reject the alternative hypothesis (Ha) and accept the null hypothesis (H0). This indicates that PT Central Pacific Development employees' performance is not significantly impacted by talent management.

b. Simultaneous Test (F)

To determine whether or not the independent factors in a study collectively have an impact on the dependent variables, simultaneous tests are employed. A significance level of 5% (0.05) was applied in this investigation. The simultaneous test relies on the conclusion that the independent variable has a joint influence on the dependent variable if the probability value (sig) is less than 0.05 and/or if the value of F is computed greater than the F table.

Table 6. Simultaneous Test Results (F Test)

NEW ERA						
Type	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	1069,395	2	534,698	25,188	,000b
	Residual	1952,963	92	21,228		
	Total	3022,358	94			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Talent Management (X2), Physical Work Environment (X1)						

Source : Data processed SPSS version 25. 2025

It is known that there are 95 data points, and the variable k is 3. This means the first degree of freedom (df_1) is calculated as $k-1$, which is $3-1 = 2$. The second degree of freedom (df_2) is calculated as $n-k$, which is $95-3 = 92$. The F table value used is 3.095 at a significance level of 0.05. Looking at the results of the simultaneous test table, the calculated F value (F_{cal}) is 25.188, which is higher than the F table value of 3.095. Additionally, the probability value (Sig) is 0.000, which is lower than the significance level of 0.05. Based on this, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. This means that both the Physical Work Environment and Talent Management together have a significant effect on Employee Performance at PT Central Pacific Development.

1. Influence of Physical Work Environment (X1) on Employee Performance (Y)

The first hypothesis (H1) in this study is that the Physical Work Environment affects Employee Performance. The physical work environment is an environmental condition that can be directly felt by employees through their senses, which significantly affects them in carrying out their duties and job responsibilities. (Mogi, et al. 2024). Good physical work environment conditions will create a comfortable and supportive working atmosphere, so that employees can work optimally without being disturbed by uncondusive environmental factors. In this study, the Physical Work Environment was measured by 6 (six) indicators, namely, lighting, air circulation, cleanliness, noise, movement space, and safety.

Based on the results of the partial test (t-test) in table 4.23, it can be found that the Physical Work Environment (X1) has a calculated t-value of 3.443 where the t-value is higher than the t-table ($3.443 > 1.986$) with a significance value lower than 0.05 ($0.001 < 0.05$), so it can be concluded that the Physical Work Environment affects Employee Performance at PT Central Pacific Development. The First Hypothesis (Ha1) in this study was accepted.

Therefore, the researcher can conclude that if the Physical Work Environment is improved and improved in quality, then performance will improve. On the other hand, if the physical working environment conditions are neglected or inadequate, then it can negatively impact employee performance. The work environment is no less important in improving employee performance within the Human Resources management framework (Pratama and Syamsuddin, 2021).

From the results of this study, it is stated that PT Central Pacific Development needs to pay serious attention and improve aspects of the physical work environment such as adequate lighting for employees who work indoors, or employees who work outdoors at night, providing facilities to maintain the health of employees from exposure to dust or dirt and noise, As well as ensuring the safety and security of employees while working so that all employees can work productively and optimally, which in turn will further improve employee performance and contribute more to the company. This finding is strengthened by the results of interviews conducted by researchers, where employees will feel more happy, comfortable, and safe if the work environment is always a concern and facilities to support work needs are provided. This is also supported by the results of the descriptive test of the average TCR score of the highest respondents' answers to LKF Number 1 and Number 19, which are related to lighting and occupational safety facilities such as PPE.

This condition shows that employees really appreciate the company's efforts in providing a conducive and safe work environment, so this can be a motivation for them to work optimally. A good physical work environment not only impacts productivity, but also on employee health and job satisfaction in the long run.

The results of this study are in line with Oktariani, et al. (2023), Gandung, et al. (2024), and Latif and Sunarto (2024), who stated that there is an influence of

the Physical Work Environment on Employee Performance. However, in contrast to the results of research by Astuti and Mulyadin (2022) and Warongan, et al. (2022) which obtained results that the physical work environment had no effect on employee performance.

2. The Influence of Talent Management (X2) on Employee Performance (Y)

The second hypothesis (H2) in this study is that Talent Management has an effect on Financial Performance. Talent is an advantage possessed by employees that needs to be developed in order to support employee performance so that it can be a driver behind their contribution to the success of the organization (Utami and Wardani, 2021). Therefore, talent development is a very important strategic investment for organizations in achieving their long-term goals. Talent management is a series of continuous processes that include recruiting, developing, and retaining through the provision of proper promotions and compensation, the goal of which is to prepare to become leaders in the future (Santika, 2025).

Based on the results of the partial test (t-test) in table 4.23, it can be found that Talent Management (X2) has a calculated t-value of 0.973 where the t-value is lower than the t-table ($0.973 > 1.986$) with a significance value higher than 0.05 ($0.333 > 0.05$), so it can be concluded that the Talent Management Environment has no effect on Employee Performance at PT Central Pacific Development. The second hypothesis (Ha2) in this study was rejected.

The results of this study show that talent management practices at PT Central Pacific Development still face challenges in making a real contribution to optimizing employee performance. This is because there are still obstacles in the implementation process, such as the lack of synchronization between the development program and the real needs of employees, the lack of management support in the implementation of the program, and the lack of an effective evaluation system to measure the impact of the talent management program that has been implemented.

This finding is strengthened by the results of a survey conducted by the researcher, where it was identified that such as the implementation of training in the company PT Central Pacific Development is still inconsistent and there are difficulties in finding employees who have special skills for certain fields that require specific competencies, This is also supported by the results of the descriptive test of the average value of TCR answered by the lowest respondent MT Number 16, namely the training and development program that has not yet been implemented consistently, and MT number 3 companies that are still having difficulty getting candidates who are in accordance with their qualifications. In addition, based on research conducted by Nisa et al (2016), it is stated that talent management has no effect on employee performance due to obstacles in its implementation.

Nevertheless, the results of this study still provide important insights that talent management has great potential to improve employee performance if applied with the right approach. Companies can focus efforts on specific aspects such as consistency of training programs and the development of more effective recruitment strategies for positions that require specialized expertise. This means

that if talent is able to be managed properly, every employee will be able to produce optimal, effective, and efficient performance (Yusnikia, et al. 2024).

The results of this study are similar to the results of research by Nisa, et al. (2016), Utami and Wardhani (2021), Ivana and Marzuki (2023) who stated that talent management partially has no effect on employee performance. However, in contrast to the research results of Harmen (2018), Pratama and Syamsuddin (2021), Halimatussyadiah and Suwarsih (2024) which obtained results that talent management partially affects employee performance.

3. The Influence of Physical Work Environment (X1) and Talent Management (X2) on Employee Performance (Y)

The third hypothesis (H3) in this study is that the Physical Work Environment and Talent Management together affect Employee Performance. Employee performance is the potential of Human Resources to produce something of value (Gandung, 2024). Outstanding employees will provide maximum results for the company. Employee performance is a key factor in the success of an organization in achieving its strategic goals. However, optimal performance cannot be achieved automatically without the support of the factors that influence it.

Based on the results of simultaneous tests (F test) in table 4.24, it can be seen that the value of F_{cal} is 25.188 greater than the F_{table} which is 3.095 and the probability value (Sig.) 0.000 is lower than the significance level of 0.05. Therefore, it can be concluded that the Physical Work Environment and Talent Management together have an influence on Employee Performance at PT Central Pacific Development. The third hypothesis (Ha3) in this study was accepted.

The value of the determination coefficient (R^2) of 0.340 means that the two independent variables are able to explain the variation or have an influence of 34% on employee performance at PT Central Pacific Development.

A conducive physical work environment is an important foundation for employees to be able to work productively and optimally. When employees work in a comfortable, safe environment, equipped with adequate facilities, their motivation and morale will increase. On the other hand, a less supportive work environment will hinder performance and can reduce employee productivity.

On the other hand, effective Talent Management ensures that each employee is placed in a position that matches his or her abilities, gets the right development, and has a clear career path. This will increase employee engagement and commitment to the organization, so they are encouraged to perform at their best.

The combination of these two factors, namely a conducive physical work environment and the implementation of effective Talent Management will create strengths that can optimize the potential of employees in achieving the expected performance of the organization. The findings of this study agree with the research done by Kennadiany, et al. (2021) and Pasaribu, et al. (2024), who noted that both the physical work environment and talent management together influence how well employees perform.

CONCLUSION AND RECOMMENDATION

The Conclusions of this Study are as Follows:

1. The Physical Work Environment partially affects the performance of employees at PT Central Pacific Development. This research proves that aspects such as adequate lighting, occupational safety facilities, and comfortable environmental conditions are factors to encourage employees to work optimally and productively.
2. Talent Management partially has no effect on employee performance at PT Central Pacific Development. This is because there are still obstacles in the process of implementing talent management such as lack of synchronization between development programs and real employee needs, lack of management support in program implementation, and lack of an effective evaluation system to measure the impact of talent management programs implemented. As a result, the implementation of talent management has not been able to have the expected impact on improving employee performance.
3. Physical Work Environment and Talent Management together affect employee performance at PT Central Pacific Development. This means that these two factors support each other in improving employee performance. The combination of a conducive physical work environment with an effective talent management system can create positive synergies for increasing employee productivity and work quality.

Based on the results of this study, employee performance at PT Central Pacific Development is influenced by a combination of work environment and talent management factors. Although the physical work environment and talent management together have a significant influence on employee performance, partial analysis shows that the physical work environment has the most dominant role. These findings emphasize the importance of providing adequate work facilities and comfortable environmental conditions as key factors in improving employee performance. Meanwhile, talent management, while important, does not directly determine employee performance. This shows that employee performance is more dependent on the physical condition of the workplace and a sense of security at work.

FUTHER STUDY

Based on the results of the research and the conclusions that have been described, the researcher provides the following suggestions:

1. For PT Central Pacific Development

- a. Companies need to continue to maintain good physical working environment conditions, especially in terms of lighting and the provision of personal protective equipment. However, based on the survey results, employees still need some supporting facilities such as health facilities considering the work location in the dusty mining area. The company can provide adequate health facilities and conduct periodic evaluations of the impact of the mine's working environment on employee health.
- b. Companies need to evaluate and improve existing talent management programs, especially in terms of consistency in training implementation.

Companies can scale training priorities starting from the most important positions.

2. For the Next Researcher

- a. Further research can be conducted on several companies with different characteristics to obtain more comprehensive results that can be applied more widely
- b. Further research can add other variables such as work motivation, leadership style, organizational culture, and compensation to gain a more complete understanding of the factors that affect employee performance.
- c. Further research can focus on specific aspects of talent management such as recruitment systems, training programs, and career development to understand why these variables are not influential in this study.

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