

The Role of the Physical Work Environment and Organizational Support in Improving Employee Performance at the Bondowoso Regency Regional Secretariat

Dwijo Saputra¹, Nurul Qomariah², Abadi Sanosra³

^{1,2,3} Universitas Muhammadiyah Jember, Indonesia

nurulqomariah@unmuhjember.ac.id

Abstract

Employee performance is important for the future of an organization. Employee performance will support organizational performance in facing increasing business competition. This research aims to determine and analyze the influence of the physical work environment and organizational support on employee performance at the Bondowoso Regency Regional Secretariat. The population in this study was 197 Bondowoso Regency Regional Secretariat employees. The sample used was a saturated sample of 197 employees. There are two types of variables used in this research, namely independent variables (physical work environment and organizational support) and dependent variables (employee performance). To find out the description of the respondents, descriptive analysis was used. To measure the validity and reliability of the questionnaire, validity and reliability tests are used. To determine the effect of the independent variable on the dependent variable, hypothesis testing is used. The results of this research after processing are that the physical work environment has a positive impact on performance. Organizational support has a positive and significant impact on employee performance at the Bondowoso Regency Regional Secretariat.

Keywords

physical work environment; organizational support; employee performance; district regional secretary.



I. Introduction

The Regional Secretariat is a staff element that assists the Regent in the preparation of policies and coordination and administrative services for the implementation of the tasks of regional officials. To carry out this task, the Bondowoso Regency Regional Secretariat has the function of coordinating regional policy formulation; coordinating the implementation of regional apparatus organizational tasks; monitoring and evaluating the implementation of regional policies; administrative services and development of state civil servants in regional apparatus; administrative services and development of regional businesses and public service agencies; preparation and formulation of periodic performance reports to the Regent; and carrying out other tasks assigned by the Regent related to his duties and functions in accordance with statutory regulations.

Based on the performance report regarding problem identification based on the duties and functions of the Bondowoso Regency Regional Secretariat, it can be seen that there are still many activity programs that have not achieved the expected realization targets. This indicates that the performance of the Bondowoso Regency Regional Secretariat employees is less than optimal. So the phenomenon in this research is "less than optimal performance of Bondowoso Regional Secretariat employees in implementing activity programs". So referring to the existing problems, the researcher tried to raise several factors which were

assumed to be important for improving performance and as a form of solution to the problems in the object under study as well as providing a scientific contribution to further research by raising physical work environment variables and organizational support which are associated with improving employee performance. at the Bondowoso Regency Regional Secretariat.

According to (Wibowo 2016), performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out to achieve goals which are also known as job standards. Work results are the results obtained by an employee in carrying out work according to job requirements or performance standards. An employee is said to be successful in carrying out his work or has good performance, if the work results obtained are higher than the performance standards (Qomariah 2020). Employee performance in an organization can increase or decrease depending on the situation that occurs in the environment where the employee is carrying out their duties. Many studies have been conducted on the relationship between the work environment and performance, including: (Triastuti 2018), (Ilmi, et al. 2023), (Sudibya and Utama 2012), (Pioh and Tawas 2016), (Riansari, et al. 2012) , (Prakoso, et al. 2014), (Muhsin and Arifa 2018), (Candana, et al. 2020), (Priyono, et al. 2018), (Utomo, et al. 2019), (Adha, et al. 2019) , (Wiryawan, et al. 2020), (Darmadi 2020), (Yantika, et al. 2018), (Aktarina 2015), (Dessy, et al. 2018), (Iskandar and Juhana 2014), (Hasibuan and Afrizal 2019) , (Qomariah and Utamy 2023), (Setiawan, et al. 2022), (Adi et al. 2022), (Wahyudi, et al. 2022), (Qomariah et al. 2021), (Nursaid et al. 2020) , (Qomariah, et al. 2020), (Qomariah, et al. 2020), (Utomo, et al. 2019), (Setiawan et al. 2022) which states that a comfortable work environment can increase employee performance in a company or organization.

Organizational support is important for improving employee performance. Perceived organizational support is the level to which workers believe that the organization values their contributions and cares about their welfare (Robbins and Judge 2015). Employees in an organization definitely need support from the organization beyond the mandatory reciprocity provided by the organization. This support will influence the psychology of employees at work. Having a positive psychological condition in employees will provide the best abilities of employees to the organization so that it can be profitable for the organization. According to (Kadir, et al. 2016), (Friolina et al. 2017), (Susmiati and Sudarma 2015), (Pawestri and Pradhanawati 2018), (Riantoko, et al. 2017) in their research which states that organizational support has a positive effect and significant impact on instructor performance. Meanwhile, research by Agustiningrum (2016) stated that there was no significant direct effect of perceived organizational support on job performance.

Based on the phenomenon that occurs among Bondowoso Regency Regional Secretariat employees, where there is still a decline in performance in 2022 and there are still inconsistencies in the results of previous research with the concept of the physical work environment and organizational support which are linked to performance, it is necessary to carry out this research. The aim of this research is firstly to find out and analyze the influence of the physical work environment on employee performance, while the second aim is to find out and analyze the influence of organizational support on employee performance of Bondowoso Regency Regional Secretariat employees.

II. Review of Literature

2.1 Employee Performance

Performance is about doing work and the results achieved from that work. According to (Wibowo 2016), performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out to achieve goals which are also known as job standards. Performance standards are the level at which a particular job is expected to be completed, and is a comparison of the goals or targets to be achieved (Azhad, et al. 2015). Work results are the results obtained by an employee in carrying out work according to job requirements or performance standards. An employee is said to be successful in carrying out his work or has good performance, if the work results obtained are higher than the performance standards (Qomariah 2020). The work environment in a company needs to be paid attention to, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and conversely, an inadequate work environment can reduce employee performance. Sedarmayanti (2017) states that the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group.

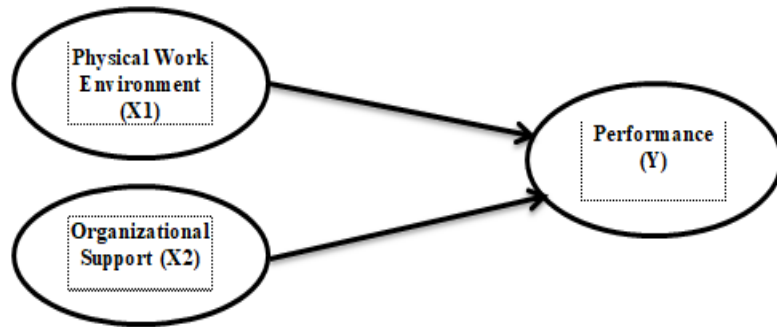
2.2 Physical Work Environment

The work environment in a company needs to be paid attention to, this is because the work environment has a direct influence on employees. A conducive work environment can improve employee performance and conversely, an inadequate work environment can reduce employee performance. Working environmental conditions are said to be good if people can carry out activities optimally, healthily, safely and comfortably. The results of the suitability of the work environment can be seen over a long period of time. A poor work environment can require more labor and time and does not support the design of an efficient work system. Sedarmayanti (2017) states that the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Wibowo (2016) stated that creating a healthy environment will indirectly maintain or even increase productivity. The work environment can have negative impacts, one of which is interaction between employees which can trigger conflicts and problems at work, but the positive impact is achieving dynamic performance due to adjustments to challenges in the organization's internal and external environment due to the influence of globalization (Wibowo 2012).

2.3 Organizational Support

Perception is important for organizational behavior, because people's behavior is based on the perceptions they make about the reality in the environment, not the actual reality. Perception is an individual's process of interpreting and interpreting sensory impressions to provide meaning to the environment (Robbin & Judge, 2015). Organizational support can also be said to be a cognitive process that allows individuals to interpret and understand the surrounding environment. In this case, perception can be interpreted as a process of interpreting and interpreting what an individual sees to make sense of the existing environment. Perception does not always correspond to the existing environmental conditions.

2.4 Organizational Support



2.5 Research Hypothesis

First hypothesis (H1): The physical work environment influences employee performance. Second hypothesis (H2): Employee organizational support influences employee performance.

III. Research Method

This research uses descriptive and quantitative research methods. According to (Sugiyono 2016), the descriptive method is a method for analyzing data by describing or illustrating the data that has been collected as it is without intending to make conclusions that apply to the general public or generalizations. According to Sugiyono (2013) quantitative methods are a type of research whose specifications are systematic, planned and clearly structured from the start until the creation of the research design. Answers to problems based on temporary research results (hypotheses) regarding the relationship between the two variables, namely variables X and Y, so that an analysis can be taken using statistical data calculations. The independent variables in this research are the physical work environment (X1) and organizational support (X2), while the dependent variable is employee performance (Y). Indicators of physical work environment variables are: facilities and infrastructure, lighting, air circulation, noise, comfort related to aroma, workplace safety. Indicators for the organizational support variable are: justice, superior support, organizational rewards, working conditions. Performance variable indicators include: goals, service standards, feedback, motives, opportunities. The population in this study was 197 Bondowoso Regency Regional Secretariat employees. The number of samples used the entire population in this study so that the total sample was 197 people (saturated sample). Descriptive analysis is used to determine respondents' descriptions. Descriptive analysis is statistics used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making generally accepted conclusions or generalizations (Ghozali 2013). Validity and reliability tests as well as hypothesis testing were used in this research.

IV. Result and Discussion

4.1 Results of Descriptive Analysis of Respondents

Based on the calculation results, it is known that of the 197 respondents, 57.9% or 114 were men and 42.1% or 83 were women, which means that the number of male respondents was greater than female respondents. This is because several areas of work in

the Bondowoso Regency Regional Secretariat require male personnel, especially in the General Department which is spread across several official residences of Regional Leadership. Apart from that, the dominant type of work in the Regional Secretariat requires a certain educational or training background which is more commonly possessed by men, this can influence the gender distribution in the workplace.

4.2 Validity and Reliability Test Results

According to Solihin and Ratmono (2013), this validity test shows the suitability of each indicator with the theories used to define a construct. The validity test results show that each value on the cross-loadings factor has reached a value above 0.7 with a p value below 0.05. Thus, the convergent validity test criteria for the research variables physical work environment (X1) and organizational support (X2) and employee performance (Y) have been met. The basis used in the reliability test is the Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results of statistical calculations show that the questionnaire instruments for physical work environment variables (X1) and organizational support (X2) as well as employee performance (Y) in this study have met the requirements of the reliability test.

4.3 Hypothesis Test Results Calculation of Direct Influence Path Coefficient

The hypothesis test in this research is to determine the impact of physical work environment variables (X1) and employees (X2) on employee performance (Y) of the Bondowoso Regency Regional Secretariat. Knowing whether each path is significant or not will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this research. The path coefficient value can be seen in Table 1. Based on the data in Table 1, it can be concluded that the contribution of the independent variable to the dependent variable in this research is that the physical work environment has a contribution of 17% to employee performance improvement, while organizational support contributes as much as 57.9% towards increasing employee performance at the Bondowoso Regency Regional Secretariat.

Table 1. Path Coefficient Values

No	Hypothesis	Path coefficients	P-values	Results
1.	Physical Work Environment → Performance	0,170	0,007	Positive Significant
2.	Organizational Support → Performance	0,579	0,001	Positive Significant

Source: Data Processed 2024.

4.4 The Influence of the Physical Work Environment on Employee Performance

Based on the first hypothesis (H1) the physical work environment influences employee performance. After testing and analyzing the data, the results were obtained which stated that the physical work environment had a significant effect on the performance of Bondowoso Regency Regional Secretariat employees, proven to be true or H1 accepted. This could be due to the fact that aspects related to the physical work environment have been able to create employee performance. Aspects of the physical work environment include: facilities and infrastructure, lighting, air circulation, noise and unpleasant odors, security. Based on the results of descriptive analysis tests regarding the physical work environment at the Bondowoso Regency Regional Secretariat, the most

dominant indicator was agreed to be that the facilities and infrastructure at the Bondowoso Regional Secretariat support employee work productivity. This indicator received an average score of 66.0, which means that 66.0% of employees were satisfied with the facilities and infrastructure available at the Bondowoso Regional Secretariat. The least agreed indicator is that the Bondowoso Regional Secretariat employee's work space is far from noise because it has sufficient distance from the main road. This indicator received an average score of 57.9, which means that 57.9% of employees are satisfied with the noise level in their work space. The following is a further explanation regarding these two indicators: Facilities and infrastructure at the Bondowoso Regional Secretariat support employee work productivity. This indicator measures how well the facilities and infrastructure available at the Bondowoso Regional Secretariat support employee work productivity. Survey results show that 66.0% of employees are satisfied with the available facilities and infrastructure. This shows that the facilities and infrastructure available at the Bondowoso Regional Secretariat are adequate to support employee work productivity. The Bondowoso Regional Secretariat employees' work space is far from noise because it has sufficient distance from the main road. This indicator measures how good the noise level is in the work space of Bondowoso Regional Secretariat employees. Survey results show that 57.9% of employees are satisfied with the noise level in their work space. This shows that the noise level in the Bondowoso Regional Secretariat employee workroom is low enough to support employee comfort. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by (Triastuti 2018), (Ilmi, et al. 2023), (Sudibya and Utama 2012), (Pioh and Tawas 2016), (Riansari, et al. 2012), which states that the physical work environment has a significant effect on employee performance.

4.5 The Effect of Organizational Support on Employee Performance

Based on the second hypothesis, organizational support influences employee performance. After testing and data analysis, the results were obtained which stated that organizational support had a significant effect on the performance of Bondowoso Regency Regional Secretariat employees, this was proven to be true or H2 was accepted. This could be due to aspects related to organizational support that have been able to improve the performance of Bondowoso Regency Regional Secretariat employees. Based on descriptive tests, it shows that each indicator of organizational support is dominated by an affirmative response from Bondowoso Regency Regional Secretariat employees. The indicators with the highest number of agreeing responses are indicators that measure how well employees feel appreciated and respected within the organization. Survey results show that 59.9% of employees are satisfied with this. This shows that employees at the Bondowoso Regional Secretariat feel valued and respected by their superiors and co-workers. Meanwhile, support from superiors creates trust and confidence in the organization, which is the least agreed upon by respondents. This indicator measures how well superiors provide support to employees to create trust and confidence in the organization. Survey results show that 50.8% of employees are satisfied with this. This shows that superiors at the Bondowoso Regional Secretariat have provided sufficient support to employees to create trust and confidence in the organization. The results of this research are in accordance with supporting theories, while in this research there are significant similarities in results with previous research conducted by: (Kadir, et al. 2016), (Friolina et al. 2017), (Susmiati and Sudarma 2015) , (Pawestri and Pradhanawati 2018), (Riantoko, et al. 2017) which states that organizational support has a significant effect on employee performance.

IV. Conclusion

1. The test results prove that the non-physical work environment has a positive and significant effect on the performance of Bondowoso Regency Regional Secretariat employees.
2. The test results prove that organizational support has a positive and significant effect on the performance of Bondowoso Regency Regional Secretariat employees.

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