

The Effect of Physical Work Environment, Non-Physical Work Environment and Work Spirit on Employee Performance

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Abstract. *This research aims to examine the influence of the physical work environment on work morale, the influence of the non-physical work environment on work morale, the influence of the physical work environment on employee performance, the influence of the non-physical work environment on employee performance, and the influence of work morale on employee performance. This research is explanatory research, aiming to analyze the relationships between variables. The variables in this study include the work environment, work morale, and employee performance. The population in this study is all Bank Indonesia employees in Jakarta. This study uses a quantitative method with primary data obtained from questionnaires. The sample selection method uses non-probability sampling, a sampling technique that does not select all members of the population. The sample in this study is 100 Bank Indonesia employees in Jakarta. Data analysis uses the Partial Least Squares (PLS) method with SmartPLS. The results of this study indicate that the physical work environment has a positive and significant effect on work motivation. The non-physical work environment also has a positive and significant effect on work motivation. However, the physical work environment does not have a significant effect on employee performance. Meanwhile, the non-physical work environment has a positive and significant effect on employee performance, and work motivation has a positive and significant effect on employee performance.*

Keywords: *Employee; Environment; Performance; Physical; Work.*

1. Introduction

Employee performance is the main indicator in assessing organizational effectiveness. Various factors influence this performance, including the work environment and morale. A conducive work environment can boost morale, which ultimately has a positive impact on employee performance.

Research by Medina-Garrido et al. (2023) shows that work-family balance policies, such as flexible working hours and family support, indirectly improve employee performance by enhancing their well-being. This emphasizes the importance of a work environment that supports work-family life balance in improving employee performance.

However, there is a research gap in understanding how the work environment directly impacts employee performance, particularly through morale. Most studies focus on well-being or organizational policies, without in-depth examination of the relationship between the work environment, morale, and employee performance.

In addition, technological developments and changes in work patterns, such as remote working, add to the complexity of creating an effective work environment. A study by Kawakami et al. (2023) highlighted how workplace well-being monitoring technology can impact organizational culture and employee relationships. This suggests the need for a more holistic approach to creating a work environment that supports employee performance.

The work environment is everything around workers that can influence them in carrying out their assigned tasks. Companies must provide a comfortable and adequate work environment, such as (a comfortable office layout, a clean environment, good ventilation, and adequate lighting). The non-physical work environment also includes (work atmosphere, relationships between employees, and employee well-being). A good work environment can support work performance, thus increasing employee enthusiasm and job satisfaction (Syarifah et al., 2023).

According to Yuritanto (2022), employee performance can be seen from the ability to perform well, especially if they are talented, qualified, highly motivated, and willing to work in a team. Performance can be influenced by several factors, namely internal and external factors. Factors originate from within the employee. Meanwhile, external factors originate from supporting factors within the employee's work environment. The work environment is the atmosphere in which employees carry out their daily activities (Marsudi et al., 2021).

Research gap in this study is that the work environment has a significant influence on employee performance, as evidenced by various recent studies. Research by Awaliya and Endratno (2023) shows that a conducive work environment positively contributes to improved employee performance. Similarly, a study by Ma'muroh et al. (2023) found that the work environment significantly influences employee performance, with job satisfaction as a mediating variable. However, not all studies find similar results. Sarip and Mustangin (2023) found that the work environment had no significant effect on employee performance. This suggests that the influence of the work environment on employee performance can vary depending on the organizational context and other factors.

Bank Indonesia Jakarta Employee Performance Report Table 2023–2024

N o	Position	Work unit	2023 Performa nce Target	2023 Performan ce Achieveme nts	2024 Performa nce Target	2024 Interim Achieveme nts	SKP Valu e (202 3)	SKP Value (2024)*	Informati on
1	Economic Analyst	Policy Department	95%	93%	97%	48%	88	90 (temporariy)	Stable performance
2	Data Manager	Department of Statistics	90%	92%	93%	46%	91	89 (temporariy)	Improving data quality
3	Operational Staff	General Department	85%	88%	90%	47%	86	88 (temporariy)	Increased efficiency
4	Internal Auditor	Audit Department	92%	90%	94%	49%	90	91 (temporariy)	Timeliness of reports
5	Legal Staff	Department of Law	88%	85%	90%	44%	85	86 (temporariy)	Need to improve accuracy

Source: BI Jakarta employee performance report 2023–2024.

Based on the evaluation of 2023 performance achievements and the interim progress of 2024 achievements for five strategic positions across various work units, it can be concluded that employee performance is generally quite good, although there are several important points that require further attention. First, the Economic Analyst in the Policy Department demonstrated fairly stable performance. The 2023 performance target of 95% was achieved by 93%, with only a slight deviation of 2%. For 2024, the target was raised to 97%, and by mid-year this year, it had reached 48%. The SKP score also increased from 88 in 2023 to 90 (provisional) in 2024. This indicates that employee performance remains on a consistent track, despite the increased target. Furthermore, the Data Manager from the Statistics Department actually showed performance achievements that exceeded the 2023 target. From a target of 90%, performance realization was recorded at 92%. In 2024, the target was raised to 93%, with the interim achievement reaching 46%. The 2023 SKP score of 91 decreased slightly to 89 (provisional) in 2024, but remained in the good category. Overall, these employees showed a positive trend in improving data quality, as described in the table. Furthermore, the Operational Staff from the General Affairs Department also showed a positive trend. The 2023 performance target of 85% was successfully exceeded with an achievement of 88%. The 2024 target of 90% also seems realistic to achieve, considering the provisional achievement has reached 47%. The SKP score showed an increase from 86 to 88 (provisional), reflecting increased work efficiency in this unit. Meanwhile, the Internal Auditor from the Audit Department recorded fairly consistent performance. Although the 2023 target was 92% and the actual achievement was only 90%, the deviation was not too significant. The

2024 target is 94% with a provisional achievement of 49%. The SKP score increased from 90 to 91 (provisional), indicating improvements in the timeliness and quality of audit reports. However, special attention needs to be paid to the Legal Staff of the Legal Department. These employees failed to achieve either the 2023 target or the 2024 interim target. The 2023 target was 88%, but the actual achievement was only 85%, a 3% difference. Meanwhile, for 2024, the achievement of the 90% target only reached 44%. The SKP score was also the lowest among the five positions evaluated, at 85 in 2023 and only slightly increasing to 86 (provisional) in 2024. This reinforces the fact that these employees still need improvement, particularly in terms of work accuracy and thoroughness in handling legal documents. Thus, although most units demonstrated stable or even increasing performance, there is still room for improvement that requires serious follow-up, particularly in the Legal Staff position. In-depth evaluation, coaching, and technical capacity building are expected to drive optimal achievement of performance targets by the end of 2024.

2. Research Methods

This chapter will describe the direction and method of conducting research, including the type of research, population and sample, data sources and types, data collection methods, variables and indicators, and data analysis techniques. The research used is an Explanatory Study which is evidence of the analysis of the influence of the work environment and work enthusiasm on employee performance. This research is a type of explanatory research. According to Sugiyono (2013) explanatory research is research that explains the position between the variables studied and the relationship between one variable and another through testing the formulated hypothesis. The approach used in this research is a quantitative approach, namely a quantitative method because the research data is in the form of numbers and the analysis uses statistics.

3. Results and Discussion

3.1. Respondent Overview

The respondents for this study were 100 employees. This study was conducted by indirectly distributing questionnaires via Google Forms to Bank Indonesia Jakarta employees. It took approximately one month to collect 100 percent of the questionnaires. The questionnaires were distributed to 100 respondents. All questionnaire results met the criteria of 100 percent, which could then be tested and analyzed. The return rate of questionnaires, which could be further processed, is presented in Table.

Table Results of Primary Data Collection

Criteria	Amount	Presentation
Questionnaires distributed	100	
Number of questionnaires not returned	0	0%
Number of questionnaires that do not meet the criteria	0	0%
Number of questionnaires that meet the criteria	100	100%
Spread		

Questionnaire**Bank Indonesia Employees Jakarta**

100

100%

Source :Processed primary data, 2026

Table shows that 100 questionnaires were distributed. All questionnaires met the criteria for respondents with a 100 percent return rate. The demographics of respondents in this study include:gender, age, length of business, and last education distribution of the questionnaire. Demographic tabulation is presented in table.

Table Respondent Demographics

Characteristics	Category	Number of people)	Percentage (%)
Gender	Man	100	100
	Total	100	100
Age (Years)	30 – 34	15	15
	35 – 39	32	32
	40 – 44	28	28
	45 – 49	20	20
	≥ 50	5	5
	Total	100	100
Last education	SENIOR HIGH SCHOOL	1	1
	D1	1	1
	D3	2	2
	S1	46	46
	S2	50	50
	Total	100	100
Length of work	< 10 years	14	14
	10 – 14 years	28	28
	15 – 19 years	7	7
	20 – 24 years old	46	46
	≥ 25 years	5	5
	Total	100	100

Source: Processed Primary Data, 2026

From Table. above, this study involved 100 respondents, all of whom met the criteria for the research sample, resulting in a 100% response rate. This sample size was deemed sufficient to represent the respondents' situation and support subsequent statistical analysis.

Based on data processing results from 100 respondents, all respondents in this study were male. This indicates that the respondents were predominantly male, which is in keeping with the research context, which focuses on a work environment predominantly populated by male workers.

In terms of age, the majority of respondents were in the productive age range. The 35–39 age group comprised the largest group, accounting for 32%, followed by the 40–44 age group at 28%. Furthermore, respondents aged 45–49 comprised 20%, those aged 30–34 comprised 15%, and those aged 50 and above comprised 5%. This composition indicates that the majority of respondents are in their professional maturity phase and possess substantial work experience.

Based on their most recent educational level, the majority of respondents had a higher education background. Respondents with a Master's degree (S2) constituted the largest group at 50%, followed by respondents with a Bachelor's degree (S1) at 46%. Meanwhile, respondents with Diploma (D1 and D3) education accounted for 1% and 2%, respectively, and respondents with a high school education accounted for 1%. This indicates that respondents have a relatively high level of education, which supports their analytical skills and understanding of the research issues.

Furthermore, based on length of service, the majority of respondents had long tenure. Respondents with 20–24 years of service dominated at 46%, followed by respondents with 10–14 years of service at 28%. Respondents with less than 10 years of service accounted for 14%, those with 15–19 years of service accounted for 7%, and those with 25 years or more accounted for 5%. This indicates that the majority of respondents have considerable work experience, thus being considered to have a deep understanding of the conditions and dynamics of the organization being studied.

According to Ferdinand (2009), to find out the number of question items for each variable, the frequency and intensity of the condition of each variable can be determined by multiplying the highest score and then dividing it by 5 categories.

1.00 – 2.29 = Low

2.30 – 3.59 = Moderate

3.60 – 5.00 = High

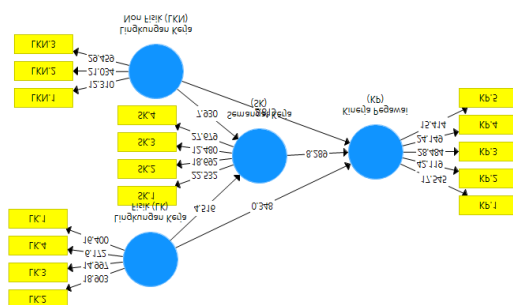


Figure Structural Model Testing

This study tested three hypotheses in the Inner Model. The causal relationships developed in the model were tested with the null hypothesis stating that the regression coefficients in each relationship were equal to zero using the t-test as in regression analysis. To determine whether a hypothesis is accepted or rejected, it is done by observing the positive value and significance between constructs, the t-value and the p-value. In this method, the measurement estimate and standard error are no longer calculated with statistical

assumptions, but are based on empirical observation. Using the bootstrapping method in this study, the hypothesis is said to be accepted if the significance value of the t-value > 1.96 and p-value < 0.05 , so it can be said that H_a is accepted and H_o is rejected and vice versa.

The following are the hypotheses proposed in this study:

1) H_o : There is no positive influence between the physical work environment and work enthusiasm.

H_1 : There is a positive influence between the physical work environment and work enthusiasm.

2) H_o : There is no positive influence between the non-physical work environment and work enthusiasm.

H_2 : There is a positive influence between the non-physical work environment and work enthusiasm.

3) H_o : There is no positive influence between the physical work environment and employee performance.

H_3 : There is a positive influence between the physical work environment and employee performance.

4) H_o : There is no positive influence between the non-physical work environment and employee performance.

H_4 : There is a positive influence between the non-physical work environment and employee performance.

5) H_o : There is no positive influence between work morale and employee performance

H_5 : There is a positive influence between work enthusiasm and employee performance

Table Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Physical Work Environment (LK) -> Work Spirit (SK)	0.326	0.330	0.072	4,516	0,000
Non-Physical Work Environment (LKN) -> Work Spirit (SK)	0.615	0.607	0.078	7,930	0,000
Physical Work Environment (LK) -> Employee Performance (KP)	-0.028	-0.017	0.081	0.348	0.728
Non-Physical Work Environment (LKN) -> Employee Performance (KP)	0.228	0.225	0.081	2,813	0.005
Work Spirit (SK) -> Employee Performance (KP)	0.730	0.718	0.088	8,289	0,000

Source: Processed Primary Data, 2026

The results of the inner test in table show five significant relationship paths. $\alpha = 0.05$. Based on the signs on the coefficients and the formative relationship to the variables, it can be interpreted in the PLS model as follows:

Table Summary of Hypothesis Test Results

Hypothesis	Track	Hypothesis	Results	Conclusion
H1	Physical work environment -> work spirit	Significant positive	Significant positive	Accepted
H2	Non-physical work environment -> work enthusiasm	Significant positive	Significant positive	Accepted
H3	Physical work environment -> Employee performance	Negative is not significant	Negative is not significant	Rejected
H4	Non-physical work environment -> Employee performance	Significant positive	Significant positive	Accepted
H5	Work Spirit -> Employee Performance	Significant positive	Significant positive	Accepted

Source :Processed data, 2026

a. Results of Hypothesis Test 1

The results of the first hypothesis test indicate that the physical work environment variable has a positive and significant effect on work morale. This is indicated by the path coefficient (Original Sample/O) of 0.326, a t-statistic of 4.516 (> 1.96), and a p-value of 0.000 (< 0.05). These results indicate that the better the physical work environment conditions perceived by employees, the higher their work morale. Thus, the first hypothesis stating that the physical work environment has a significant positive effect on work morale is accepted.

b. Results of Hypothesis Test 2

The results of the second hypothesis test indicate that the non-physical work environment has a positive and significant effect on work morale. This can be seen from the path coefficient value of 0.615, the t-statistic value of 7.930 (> 1.96), and the p-value of 0.000 (< 0.05). These findings indicate that aspects of the non-physical work environment, such as relationships between employees, communication, and leadership support, can significantly increase employee morale. Therefore, the second hypothesis stating that there is a positive influence of the non-physical work environment on work morale is declared accepted.

c. Results of Hypothesis Test 3

The results of the third hypothesis test indicate that the physical work environment does not significantly influence employee performance. This is indicated by a path coefficient value of -0.028, a t-statistic value of 0.348 (< 1.96), and a p-value of 0.728 (> 0.05). The negative and insignificant coefficient value indicates that the physical work environment does not have a direct influence on employee performance. Thus, the third hypothesis stating that there is a significant influence of the physical work environment on employee performance is rejected.

d. Results of Hypothesis Test 4

The results of the fourth hypothesis test indicate that the non-physical work environment has a positive and significant effect on employee performance. This is evidenced by a path coefficient of 0.228, a t-statistic of 2.813 (> 1.96), and a p-value of 0.005 (< 0.05). These results indicate that a conducive non-physical work environment can improve employee performance. Therefore, the fourth hypothesis, which states a positive effect of the non-physical work environment on employee performance, is accepted.

e. Results of Hypothesis Test 5

The results of the fifth hypothesis test indicate that work enthusiasm has a positive and significant effect on employee performance. This is indicated by a path coefficient of 0.730, a t-statistic of 8.289 (> 1.96), and a p-value of 0.000 (< 0.05). These findings indicate that the higher the employee's work enthusiasm, the higher the resulting performance. Thus, the fifth hypothesis, which states a positive effect of work enthusiasm on employee performance, is accepted.

3.2. Discussion of Research Results

1) The Influence of the Physical Work Environment on Work Morale

The research results show that the physical work environment has a positive and significant impact on employee morale. This finding indicates that the physical conditions of the workplace, such as lighting, room temperature, workspace layout, cleanliness, and noise levels, play a significant role in shaping employee morale. A comfortable physical work environment can create a sense of security and well-being, thus encouraging employees to work with greater enthusiasm and energy.

These results align with research conducted by Robbins and Judge (2023), which found that an ergonomic and health-promoting physical work environment can boost employee motivation and morale. Another study by Putri and Handoko (2024) also found that the quality of the physical work environment significantly impacts the morale of public sector employees in Indonesia. Thus, these research findings reinforce organizational behavior theory, which emphasizes the importance of physical environmental factors in improving employee psychological well-being.

2) The Influence of Non-Physical Work Environment on Work Morale

The analysis shows that the non-physical work environment has a positive and significant impact on employee morale. This includes interpersonal relationships, organizational communication, leadership support, organizational justice, and the overall work climate. A conducive non-physical environment can foster a sense of belonging, trust, and psychological well-being among employees.

These findings align with research conducted by Luthans et al. (2023), which states that a positive work climate and harmonious work relationships can improve employee psychological well-being and work morale. Research by Sari and Nugroho (2025) also demonstrated that the non-physical work environment has a more dominant influence than the physical work environment in improving employee morale. Therefore, these research findings confirm that the non-physical aspects of the work environment are strategic factors in improving work morale.

3) Physical Work Environment Does Not Have a Significant Influence on Employee Performance

The research results show that the physical work environment does not significantly impact employee performance. This indicates that while the physical work environment can boost morale, it does not directly impact employee performance. Employee performance is likely more influenced by other factors such as intrinsic motivation, competence, and the performance appraisal system.

This finding aligns with research by Wijaya and Pratama (2024), which stated that the physical work environment only plays a supporting role, not a primary factor, in improving employee performance. Another study by Chen et al. (2023) also showed that in knowledge-based organizations, employee performance is more determined by psychological and social factors than the physical conditions of the workplace. Therefore, these research findings reinforce the view that the physical work environment has an indirect effect on performance.

4) The Influence of Non-Physical Work Environment on Employee Performance

The research results show that the non-physical work environment has a positive and significant impact on employee performance. A conducive non-physical work environment can increase employee commitment, job satisfaction, and engagement, ultimately resulting in improved performance.

These findings are consistent with research by Armstrong and Taylor (2023), which stated that good working relationships and supportive leadership are key determinants of employee performance. Research by Rahman et al. (2025) also found that the non-physical work environment has a direct influence on employee performance by increasing organizational commitment. Therefore, the results of this study emphasize the importance of managing the non-physical aspects of the work environment in improving employee performance.

4) The Influence of Work Morale on Employee Performance

The research results show that work enthusiasm has a positive and significant impact on employee performance. High work enthusiasm encourages employees to work harder, be more disciplined, and be more responsible in completing their tasks. Employees with high work enthusiasm tend to have higher levels of productivity and better work quality.

These findings align with the work motivation theory proposed by Robbins and Judge (2023), which states that work enthusiasm is a key factor in improving individual performance. Empirical research by Hidayat and Kurniawan (2026) also demonstrated that work enthusiasm acts as a mediator in the relationship between the work environment and employee performance. Therefore, these research findings reinforce the view that increasing work enthusiasm is an effective strategy for enhancing employee performance.

4. Conclusion

Based on the results of data analysis using the Partial Least Square (PLS) method, the following conclusions can be drawn: The physical work environment has a positive and significant impact on employee morale. This means that the better the physical work environment, the higher employee morale. The non-physical work environment has a positive and significant impact on work morale. This indicates that harmonious working relationships, good communication, and support from superiors and coworkers play a crucial role in boosting work morale. The physical work environment has no significant effect on employee performance. Therefore, the hypothesis stating that the physical work environment has an effect on employee performance is rejected. The non-physical work environment has a positive and significant impact on employee performance. Therefore, a conducive non-physical work environment can improve employee performance. Work morale has a positive and significant impact on employee performance. Therefore, work morale is a crucial factor in improving employee performance.

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