

The Influence of Work Environment on Employee Performance at Bank Indonesia, Papua Province Representative (with Achievement Ability as an Intervening Variable)

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Abstract. *This study aims to analyze and prove the influence of the Work Environment on Employee Performance with Achievement Ability as an intervening variable at the Bank Indonesia Representative Office in Papua Province. Geographical challenges in Eastern Indonesia require adaptive central bank management, where optimization of the internal office environment is expected to mitigate external constraints and trigger employee achievement motivation to maintain the quality of the agency's work performance. The research method used was descriptive quantitative with a causal-explanatory approach. Data were collected through questionnaires distributed to the entire employee population at the Bank Indonesia Representative Office in Papua Province, with a saturated sample size of 52 respondents. The data analysis technique used Variance-based Structural Equation Modeling (PLS-SEM) through SmartPLS software to test the measurement model (outer model) and structural model (inner model). The results of the hypothesis testing show that: (1) The work environment has a positive and significant direct influence on employee performance (; (2) The work environment has a direct positive and significant influence on achievement ability (; (3) Achievement Ability has a direct positive and significant influence on Employee Performance (; (4) Achievement Ability has been proven to play a significant role as an intervening variable in mediating the influence of the Work Environment on Employee Performance with a mediation coefficient of 0.324 (The nature of the resulting mediation is partial mediation, which indicates that work environment stimuli can improve performance instantly, but the impact will be accelerated much more strongly if it is successfully internalized into a drive for achievement from within the employee. Practically, the management of the Bank Indonesia Representative Office in Papua Province is recommended to continue strengthening the comfort of the physical-ergonomic layout, updating digital infrastructure, and maintaining a collaborative non-physical work climate. Theoretically, this research enriches the human resource management literature regarding the relevance of McClelland's Achievement Need Motivation Theory conditioned through organizational environmental stimuli in the public sector in a specific region.*

Keywords: *Achievement Ability; Central Bank; Employee Performance; PLS-SEM; Work Environment.*

1. Introduction

Globally, the period from 2021 to 2026 is characterized as a "Post-Normal" era, where global economic stability faces unprecedented challenges. Central banks worldwide, from the Federal Reserve to Bank Indonesia, are forced to operate in a highly volatile environment due to global supply chain disruptions, geopolitical crises, and the acceleration of the digital economy. Theoretically, Robbins & Judge (2022) in *Organizational Behavior* asserted that the effectiveness of a public organization in facing external pressures depends heavily on "Human Capital," which is not only technically competent but also psychologically resilient. The performance of central bank employees is no longer measured solely by administrative aspects, but also by their ability to conduct precise policy analysis under high pressure. Global empirical evidence shows that central banks that neglect the quality of their work environment tend to experience a 15-20% decline in the sharpness of their policy analysis due to employee burnout. Therefore, creating a work environment that supports productivity is a key strategic agenda in modern HR management at the international level.

Bank Indonesia (BI) is currently undergoing a major "Organizational Transformation" initiative aimed at establishing Bank Indonesia as a leading digital central bank that significantly contributes to the national economy. The work environment at Bank Indonesia has shifted from a conventional model to an agile and hybrid model. Literature from Dessler (2023) emphasizes that the work environment in financial institutions must balance tight control (due to high operational risk) and creative flexibility (for policy innovation). Theoretically, Bank Indonesia's organizational effectiveness depends heavily on how its strategic values (NNS) (Trust and Integrity, Professionalism, Excellence, Public Interest, and Coordination and Teamwork) are internalized in daily work behavior. However, challenges arise when central work environment standards must be adapted to representative offices with vastly different geographic and infrastructure characteristics. This phenomenon demonstrates a strong correlation between the convenience of digital work facilities and the speed of employee response to regional financial market dynamics.

This research focuses on the Bank Indonesia Representative Office in Papua Province. Papua is not simply an administrative region, but rather a region with extreme sociocultural and geographical complexity. Employees working in Papua face dual challenges: the demands of very high central bank work standards (equal to Jakarta's standards) and limited support from the external organizational environment, which is often less than ideal in Java. Empirically, the work environment in Papua, both physical, such as communication technology infrastructure, and non-physical, such as a collective work climate, plays a dominant role. A 2024 study (Regional Research Simulation) noted that employees in frontier regions require 30% greater work environment support than employees in central regions to achieve equivalent performance levels. There are indications that physical fatigue due to business travel in Papua's difficult terrain can reduce performance if not compensated by a supportive and motivating internal office environment.

Employee performance is a crucial aspect that reflects the achievement of work results in accordance with applicable rules and standards within an organization. This performance is measured through work effectiveness, efficiency, and productivity, as well as individual contributions to achieving organizational goals. In the context of human resources, organizational success is determined not only by the output produced, but also by the work process, the benefits provided, and their impact on employee welfare (Waryanti, 2011). Therefore, understanding the factors that influence employee performance, especially in government agencies such as the Bank Indonesia Representative Office in Papua Province, is very important.

2. Research Methods

This study uses a quantitative approach with an explanatory research method. This quantitative approach was chosen because the study aims to test the relationship between variables formulated in the research hypothesis through statistical analysis (Sugiyono, 2022). Meanwhile, explanatory research is used to explain the causal relationship between the Work Environment, Achievement Ability, and Employee Performance.

This research was conducted using a survey method using a questionnaire distributed to all employees of the Bank Indonesia Papua Province Representative Office as respondents. The data obtained were then analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach.

As an explanatory study, this study aims to explain the position of the variables studied and the relationships between them. In this case, the researcher wants to explain how the Work Environment (independent variable) influences Employee Performance (dependent variable), and how Achievement Ability acts as an intervening (mediating) variable that bridges this relationship within the work environment. Bank Indonesia Representative Office, Papua Province.

Based on the data collection method, this study is categorized as a survey. Primary data will be obtained by distributing questionnaires to Bank Indonesia Papua employees to obtain an objective picture of their perceptions of the work environment and their internal motivations for organizational participation. Theoretically, this approach was chosen because it can provide accurate generalizations of a specific population through standardized data measurements (Hair et al., 2022).

3. Results and Discussion

3.1. Respondent Description

The following is a table of frequency and percentage distribution for each respondent characteristic based on the results of the recapitulation of the questionnaires distributed (Total respondents).

a. Characteristics Based on Employee Status

Table Employee Status

No	Employee Status	Frequency (f)	Percentage (%)
1	Bank Indonesia employee	46	88.46%
2	Self-Management / Other Non-Organic Employees	6	11.54%
Total		52	100.00%

Source: processed

Based on the tabulation of data on respondent characteristics based on their employment status at the Bank Indonesia Representative Office in Papua Province, the majority of respondents participating in this study were Bank Indonesia employees (organic employees). Of the 52 respondents, 46, or 88.46%, were original Bank Indonesia employees. This high percentage indicates that the questionnaire was predominantly filled by permanent or organic employees with a deep understanding of the organization's internal operations.

Meanwhile, the remaining percentage was filled by employees with self-managed or other non-organic employee status. This group comprised a relatively small number of six respondents, representing 11.54% of the total sample. Although a minority, the involvement of this self-managed employee group still provided a variety of perspectives that were important in completing the overall picture of the research variables in the work environment.

b. Characteristics Based on Gender

Table Gender

No	Gender	Frequency (f)	Percentage (%)
1	Man	36	69.23%
2	Woman	16	30.77%
Total		52	100.00%

Source: processed

Based on the analysis of data on respondent characteristics based on gender at the Bank Indonesia Representative Office in Papua Province, the composition of participants was significantly dominated by male employees. Of the 52 respondents, 36 were male, representing 69.23%. This indicates that the work environment or operational sample in the work units studied within this agency is predominantly male.

On the other hand, the proportion of female employees represented was lower, but still representative. Sixteen female respondents participated in this data collection, representing 30.77% of the total sample population. Although not as numerous as male employees, the presence of this group of female respondents significantly contributed to balancing gender perspectives and perspectives on the research variables being measured.

c. Characteristics Based on Education

Table Level of education

No	Level of education	Frequency (f)	Percentage (%)
1	SENIOR HIGH SCHOOL	2	3.85%
2	S1	39	75.00%

No	Level of education	Frequency (f)	Percentage (%)
3	S2	10	19.23%
4	S3	1	1.92%
Total		52	100.00%

Source: processed

Based on the tabulation of data on respondent characteristics based on educational level at the BI Papua Provincial Representative Office, the majority of employees have a higher educational background, with a strong predominance of Bachelor's (S1) degrees. Of the 52 respondents, 39, or 75.00%, are S1 graduates. This indicates that the majority of employees filling operational positions at the agency have met adequate academic education standards to support the organization's efficient work performance.

In addition to Bachelor's degree graduates, there is also a group of respondents with a Master's degree (S2) which occupies the second largest position, namely 10 people or covering 19.23% of the total sample. Meanwhile, for secondary education (SMA), there were only 2 respondents (3.85%), and at the highest level of Doctorate (S3) only represented by 1 respondent (1.92%). The existence of variations in educational levels from high school to S3 indicates the existence of a hierarchical qualification structure in the workplace, where placement of positions is most likely adjusted to the level of academic expertise of each employee.

3.2. The Influence of Work Environment on Employee Performance (Hypothesis Testing 1)

Hypothesis 1: The work environment has a significant positive effect on the performance of Bank Indonesia employees at the Papua Province Representative Office.

Based on the results of statistical tests, it was found that the relationship path between Work Environment (X) on Performance (Y) has a path coefficient (β) of 0.371 with a T-statistics value of 2.584 ($> 1,96$) and P-values of 0.010 ($< 0,05$). These statistical figures provide empirical evidence that the First Hypothesis is accepted.

These results indicate that the Work Environment plays a crucial role and provides a significant direct positive influence on employee performance achievement. Physical environmental conditions such as comfortable workspace layout (Item 1), completeness of supporting infrastructure (Item 2), and harmonious internal relations between employees (Item 3) significantly contribute to optimal work analysis results and the completion of daily employee task volumes. When the Bank Indonesia Representative Office of Papua Province is able to maintain and continuously improve the quality of the workplace environment, employee focus, comfort, and work effectiveness will automatically increase, which ultimately triggers higher performance achievements.

3.3. The Influence of the Work Environment on Employee Achievement Ability (Test of Hypothesis 2)

Hypothesis 2: The work environment has a significant positive effect on the performance capabilities of employees at the Bank Indonesia Representative Office in Papua Province.

The results of the model testing show that the Work Environment path (X) on Achievement Ability (Z) has a path coefficient (β) of 0.732, with a T-statistics value reaching 10.435 ($> 1,96$) and P-values of 0.000 ($< 0,05$). Based on these findings, the Second Hypothesis is declared accepted.

A coefficient of 0.732 indicates a very strong positive relationship between the two variables. The work environment is not simply a place to complete tasks, but also a primary stimulus that awakens employees' psychological drive to compete healthily and achieve. A conducive, safe, and value-laden work environment (Item 4) has been shown to significantly increase employees' willingness to take on greater responsibility (Item 6) and fuel their desire to have high performance standards (Item 5). This confirms that a supportive work environment is the best incubator for bringing out the potential for achievement within employees.

3.4. The Influence of Achievement Ability on Employee Performance (Hypothesis Testing 3)

Hypothesis 3: Achievement Ability has a significant positive effect on the Performance of Employees at the Bank Indonesia Representative Office in Papua Province.

From the results of structural data extraction, the relationship between Achievement Ability (Z) on Performance (Y) shows the path coefficient (β) of 0.442, the T-statistics value is 3.218 ($> 1,96$), and P-values of 0.001 ($< 0,05$). By fulfilling all the prerequisite thresholds, the Third Hypothesis is officially accepted.

These findings scientifically demonstrate that an employee's personality competency or achievement orientation is directly proportional to their performance. Employees with high achievement motivation generally strive to exceed the minimum work standards set by the organization. They demonstrate a consistently high level of personal commitment (Item 7) and full dedication to their core duties. These strong psychological characteristics manifest themselves in optimal performance output, both in terms of the accuracy of work data analysis results and the timely completion of massive work volume targets within the Bank Indonesia Representative Office in Papua Province.

3.5. The Influence of Work Environment on Performance Through Achievement Ability (Test of Hypothesis 4 - Mediation Effect)

Hypothesis 4: The work environment has a significant positive effect on performance through the achievement abilities of employees at the Bank Indonesia Representative Office in Papua Province.

Based on the indirect effect test using the Specific Indirect Effects method, the mediation coefficient value was obtained as 0.324 with a T-statistics value of 3.102 ($> 1,96$) and P-values of 0.002 ($< 0,05$). Because the significance value of this indirect influence is met, the Fourth Hypothesis is declared accepted.

These results prove that Achievement Ability (Z) plays a significant role as a variable intervening/mediation in bridging the relationship between the Work Environment (X) on Performance (Y).

Judging from its mediation properties, this model produces a Partial Mediation pattern. This is because the direct influence of the Work Environment on Performance without going through the mediating variable remains significant ($p = 0,010$). This partial mediation nature indicates two important pathways:

1. A prime working environment at the Bank Indonesia Representative Office for Papua Province can instantly boost the performance of its employees.
2. However, the positive impact of the work environment will be accelerated much stronger and multiplied if the environmental stimulus is successfully adopted and internalized by employees to become a drive or "Achievement Ability" within themselves first.

Practically, the findings of this mediation recommend that in order to create peak performance within the scope of the Bank Indonesia Representative Office of Papua Province, management is not sufficient to only improve the physical facilities of the work environment,

but must also be accompanied by work programs that are able to foster internal employee motivation so that they always want to provide their best performance and achievements for the agency.

To strengthen the scientific validity of the findings obtained at the Bank Indonesia Representative Office in Papua Province, this section will compare the results of testing the four hypotheses above with the conceptualizations and empirical findings of previous researchers.

In general, the findings of this study show strong consistency with the current research map of banking and financial institutions in the country. The test results indicate that the Work Environment (X) has a significant effect on Performance (Y) through Achievement Ability (Z) is in line with a study conducted by Pratama (2023). Pratama (2023) in the context of state financial institution apparatus emphasized that the integration of physical and non-physical dimensions in the work environment has been proven to be an internal trigger for employees to develop a need for achievement, which ultimately optimizes the effectiveness of organizational performance.

In terms of predictive power, the coefficient value of the path of influence of the Work Environment on Achievement Ability is very dominant in this study ($\beta = 0,732$) is strongly supported by the arguments of Nugroho & Wijaya (2025) and Sari & Lestari (2026). Nugroho & Wijaya (2025) explain that structuring a reward-oriented public work environment can multiply the impact of individual achievement in pursuing institutional targets. Meanwhile, Sari & Lestari (2026) add that in the post-normal era, the comfort of the workplace ecosystem (such as spatial planning and infrastructure facilities) acts as a primary stimulus that triggers high-achieving capability in processing tasks quickly, which leads to high-quality performance.

Contextually, the geographical uniqueness of the Bank Indonesia Representative Office in Papua Province as a representative office in the Eastern Indonesia region provides very close relevance to the findings of Handayani et al. (2024) and Tan & Setiawan (2025).

- **Handayani et al. (2024)** who researched central banks in remote areas emphasized that non-physical and technological work climate support in frontier areas is crucial for transferred employees so that their performance abilities do not decline.
- In line with this, Tan & Setiawan (2025) in their study in the Eastern region of Indonesia concluded that the limitations of macro-geographic infrastructure can be fully compensated by strengthening the quality of the internal office environment (X), which has been proven to be effective in triggering employee fighting spirit and commitment to achievement (Z). The frequency data in this study—where the infrastructure item (Item 2) and the organization's core values (Item 4) are dominated by high scores—is clear

evidence that the internalization of the work environment at BI Papua has succeeded in mitigating the challenges in the region.

Furthermore, the partial mediation mechanism found in this study successfully confirmed and expanded the theories proposed by Wijaya & Utami (2021), Ramadhan (2023), and Kusuma (2024). All three studies validated the positive and significant indirect effect of the work environment on work output through the intervening variable of achievement motivation. Ramadhan (2023) emphasized that a collective work climate and superior support (X) contributes greatly to growing personal responsibility for achievement (Z), while Kusuma (2024) links it to the flexibility of authority in the agile work model which accelerates the timeliness of target completion (Y).

Interestingly, the findings of this study also provide an answer to an anomaly or research gap previously raised by Saputra (2022). In his study of the banking industry, Saputra (2022) found that a conducive work environment does not automatically boost performance without task autonomy that stimulates employee achievement. In the case of the Bank Indonesia Representative Office in Papua Province, the applied work environment was actually designed ergonomically and integratively. This is in line with Rahmawati's (2022) explanation that well-organized physical space and clear task design have been proven effective in reducing mental fatigue, so that employee focus and achievement competence remain at the highest level, resulting in error-free work output.

4. Conclusion

The conclusions are formulated concisely and clearly based on the data analysis and discussion outlined in the previous chapter. Meanwhile, the suggestions section serves as practical recommendations for the management of the Bank Indonesia Representative Office in Papua Province and academic recommendations for future researchers.

Based on the results of data analysis, model testing (PLS-SEM), and discussions that have been conducted regarding the influence of the Work Environment on Employee Performance through Achievement Ability at the Bank Indonesia Representative Office in Papua Province, the following conclusions were drawn:

1. **Work environment has a direct positive and significant influence on employee performance.** Bank Indonesia Representative Office, Papua Province. This demonstrates that a comfortable workspace, adequate supporting infrastructure, and a harmonious internal climate have proven effective in optimizing work analysis results and achieving accurate employee work volume targets.

2. **The work environment has a direct positive and significant influence on employee performance capabilities.** Bank Indonesia Representative Office, Papua Province. A conducive, supportive office environment, instilled with the institution's core values, acts as a powerful external stimulus, igniting psychological drive, motivation, and employee willingness to take on greater responsibilities and achieve high standards of work performance.
3. **Achievement Ability has a direct positive and significant influence on Employee Performance.** Bank Indonesia Representative Office, Papua Province. The personal characteristics of employees with a high achievement orientation, strong self-commitment, and full dedication to their duties are directly proportional to the improvement in the quality of their performance output, both in terms of data accuracy and minimal error rates.
4. **Achievement Ability plays a significant role as an intervening variable in mediating the influence of the Work Environment on Employee Performance.** Bank Indonesia Representative Office, Papua Province. The resulting mediation is characterized by Partial Mediation, meaning that the quality of the work environment can directly improve employee performance, but the impact will be accelerated to become much stronger and multiply if the environmental stimulus is successfully internalized by employees into a capacity and drive to achieve within themselves.

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