

The Effect of the Work Environment on Employee Performance at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province

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ABSTRACT

This study was motivated by the low performance of employees. Various factors influence employee performance, one of which is the work environment. The purpose of this study was to examine the effect of the work environment on employee performance at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province. Specifically, the study aimed to determine the condition of the work environment, employee performance, and the influence of the work environment on employee performance. This research employed a quantitative method with a correlational approach. The population consisted of all employees at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province, while a sample of 127 employees was selected using a stratified proportional random sampling technique. Data were collected through questionnaires and analyzed using simple linear regression analysis with the assistance of SPSS version 26. The results showed that: (1) employee performance was in the good category with an achievement level of 84.2%; (2) the work environment was in the conducive category with an achievement level of 83.6%; and (3) there was a significant effect of the work environment on employee performance, accounting for 44.7% of the variance. The study concluded that a better work environment leads to improved employee performance. Therefore, organizations need to maintain and enhance work environment conditions to support the achievement of organizational goals and improve overall employee performance.

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1. INTRODUCTION

Human resources are one of the most valuable assets in an organization because they serve as the primary factor in determining the successful achievement of organizational goals. According to Armansyah (2020) and Budiharjo (2019), human resource management is the science and art of managing the utilization of human resources and other resources effectively and efficiently to achieve specific objectives. The success of an organization in managing its human resources can be reflected in the level of performance achieved by its employees. Employee performance is influenced by various factors, one of which is the work environment. A comfortable, safe, and conducive work environment can support employees in carrying out their duties optimally, while work discipline encourages employees to comply with organizational rules and fulfill their responsibilities effectively. In line with the view of Sumadji and Suartman (2017), the presence of an adequate work environment and a high level of work discipline is expected to improve employee performance in achieving organizational objectives (Septiawan & Heryanda, 2020).

Employee performance is one of the key indicators used to assess organizational success. According to Armansyah et al. (2024), the work environment is defined as a set of factors that influence the

performance of human resource management functions and activities, consisting of internal factors generated within the organization. Mangkunegara (2017) defined performance as the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them. Meanwhile, Adhari (2020) stated that employee performance refers to the results achieved by an individual over a certain period, which can be measured based on standards or targets established by the organization. High performance helps organizations achieve their objectives effectively and efficiently, whereas low performance may hinder the achievement of organizational goals.

As a government institution responsible for providing public services, the Regional Office of the Ministry of Religious Affairs of West Sumatra Province is required to employ personnel who can work professionally and optimally. However, based on observations conducted during the Educational Management Field Practice program, several issues related to employee performance were identified. Some employees appeared to lack initiative in developing new ideas, tended to perform their duties monotonously, were less responsive to technical problems, and had not demonstrated optimal teamwork when facing increased workloads. These conditions indicate that employee performance has not yet fully reached the expected level.

Employee performance is influenced by various factors, one of which is the work environment. According to Nitisemito (2017), the work environment encompasses everything surrounding employees that may affect them in carrying out their assigned duties. Similarly, Afandi (2016) argued that a conducive work environment provides a sense of security and enables employees to perform optimally. When employees enjoy their work environment, they are more likely to feel comfortable in the workplace and utilize their working time effectively. Conversely, an inadequate work environment may reduce employee performance. Furthermore, a conducive workplace atmosphere can foster employee loyalty and commitment to the organization. Such conditions benefit organizations by reducing costs associated with human resource management, including recruitment and training expenses for new employees (Sihaloho & Siregar, 2020).

According to Sunarsi et al. (2020), the work environment is closely related to employee activities because it serves as the setting where organizational tasks and responsibilities are carried out. Therefore, a conducive work environment is necessary, both through the proper arrangement of workspace, equipment, and work facilities that align with job functions and requirements, and through the establishment of harmonious relationships among employees. A well-organized work environment supported by a comfortable atmosphere can facilitate work processes and enhance effectiveness and productivity in achieving organizational goals.

According to Siagian (2017), the work environment consists of two dimensions: the physical work environment and the non-physical work environment. The physical work environment includes lighting, air temperature, noise levels, workspace layout, and available work facilities. Meanwhile, the non-physical work environment encompasses relationships among employees, relationships between supervisors and subordinates, communication, and the overall organizational climate. Both dimensions play a significant role in creating working conditions that support employees in carrying out their duties.

Listiana (2023) stated that a conducive work environment can improve employee morale, discipline, and productivity. A favorable work environment also creates a sense of comfort and security, enabling employees to perform optimally. Conversely, an unsupportive work environment may create discomfort, reduce work motivation, and hinder the achievement of expected performance outcomes.

Based on preliminary observations conducted at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province, several issues related to the work environment were identified. Some offices had uncomfortable room temperatures due to limited or malfunctioning air-conditioning systems. In addition, certain work equipment, such as computers and laptops, did not function optimally, thereby hindering work processes. Ineffective workspace layouts also restricted employees' mobility. From the non-physical perspective, ineffective communication between supervisors and subordinates and less-than-harmonious relationships among employees were still evident. These conditions may affect employees' comfort at work and ultimately influence their performance.

Based on the foregoing discussion, this study aims to determine the level of the work environment, assess the level of employee performance, and analyze the effect of the work environment on employee performance at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province. This study is important because it provides empirical evidence regarding the influence of the work environment on employee performance and serves as a reference for organizations in formulating policies that support the improvement of employee performance.

2. METHOD, DATA, ANALYSIS

This study employed a quantitative research method using a correlational approach. According to Sugiyono (2019), correlational research is a type of research that examines the relationship between two or more variables. Correlational research is used to develop and refine existing theories and serves to identify, predict, and control a phenomenon (Veronica et al., 2022). The population of this study consisted of all employees at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province, totaling 168 employees. The sample was selected using a stratified proportional random sampling technique, with employees' length of service considered as the sampling characteristic. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in a sample of 127 employees.

The data collection instrument used in this study was a questionnaire developed based on a Likert scale. The scale consisted of five response options: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD). Prior to data collection, the questionnaire was pilot-tested on 20 employees who were not included in the research sample to determine the validity and reliability of the instrument. The pilot test results were analyzed using SPSS version 26 to assess the validity and reliability of the instrument. After being confirmed as valid and reliable, the questionnaire was distributed to the research respondents. The collected data were analyzed using descriptive statistics to describe the condition of each variable and inferential statistics through simple linear regression analysis to test the research hypothesis. Before hypothesis testing, the data were subjected to prerequisite tests, including normality and linearity tests. All data analyses were conducted using the Statistical Package for the Social Sciences (SPSS) version 26 at a significance level of 0.05.

3. RESULT AND DISCUSSION

Description of Employee Performance Data

Data collection on employee performance was conducted by distributing questionnaires to 127 employees (respondents). Based on the questionnaire results collected, the maximum score for the employee performance variable was 100 and the minimum score was 61. From the results of data processing using SPSS 27, the mean score was 84.25, the median was 84.00, the mode was 80, and the standard deviation was 6.692. The variance was 44.777, indicating a moderate level of score dispersion among respondents. The total score obtained from all respondents was 10,700, with a score range of 39.

Table 1. Description of Employee Performance Data

No	Indicator	Average	TCR	Category
1	Creativity	4,28	85,6%	Good
2	Ractivity	4,18	83,6%	Good
3	Stress management	4,20	84%	Good
4	Interpersonal adaptation	4,20	84%	Good
Average Score		4,21	84,2%	Good

Based on the table above, it can be concluded that the creativity indicator was categorized as good, with an achievement score of 85.60%. The reactivity indicator was categorized as good, with an achievement score of 83.60%. The stress management indicator was categorized as good, with an achievement score of 84.00%. The interpersonal adaptability indicator was categorized as good, with an achievement score of 84.00%.

Work Environment Data Description

Data on the work environment were collected through questionnaires administered to 127 employees. The results showed that the highest score obtained for the work environment variable was 125, while the lowest score was 84. Statistical analysis using SPSS version 27 revealed a mean score of 104.61, a median of 103.00, a mode of 100, and a standard deviation of 7.469. In addition, the variance was 55.779, and the range of scores was 41. The total score obtained from all respondents was 13,286.

Table 2. Work Environment Data Description

No	Indicator	Average	TCR	Category
1	Lighting	4,23	84,6%	Good
2	Air Temperature	4,14	82,8%	Good
3	Noise	4,08	81,6%	Good

4	Employee Relations	4,23	84,6%	Good
5	Work Equipment	4,25	85%	Good
Average Score		4,18	83,6%	Good

Based on the table above, it can be concluded that the lighting indicator was categorized as conducive, with an achievement level of 84.6%. The air temperature indicator was categorized as conducive, with an achievement level of 82.8%. The noise indicator was categorized as conducive, with an achievement level of 81.6%. The employee relations indicator was categorized as conducive, with an achievement level of 84.6%. The work equipment indicator was categorized as conducive, with an achievement level of 85.0%.

Prerequisite Analysis Tests

Normality Test

The normality test was conducted to determine whether the research data were normally distributed. In this study, the normality test was performed using SPSS version 26. The results of the normality test for the work environment and employee performance variables are presented in the following table.

Table 3. Normality Test

Lingkungan Kerja dan Kinerja Pegawai	
Asymp Sig. (2-tailed)	Sig
0.200	0.05

The decision criterion for the normality test is that if the significance value is greater than 0.05 (Sig. > 0.05), the data are considered to be normally distributed. Conversely, if the significance value is less than 0.05 (Sig. < 0.05), the data are considered not to be normally distributed. Based on the results of the normality test, a significance value of 0.200 was obtained. Since this value is greater than 0.05 (0.200 > 0.05), it can be concluded that the research data are normally distributed and satisfy the assumption of normality.

Linearity Test

The linearity test was conducted to determine whether there is a linear relationship between the work environment and employee performance variables. The relationship is considered linear if the significance value (Sig.) obtained from the linearity test is greater than 0.05. Conversely, if the significance value is less than 0.05, the relationship between the two variables is considered non-linear. The results of the linearity test between the work environment and employee performance variables are presented in the following table.

Table 4. Linearity Test

Lingkungan Kerja dan Kinerja Pegawai	
Asymp Sig. (2-tailed)	Sig
0.213	0.05

The linearity test showed a significance value (Sig.) for the deviation from linearity of 0.213. Since this value is greater than the significance level of 0.05 (0.213 > 0.05), it can be concluded that there is a linear relationship between the work environment variable (X) and employee performance variable (Y). Therefore, the relationship between these two variables satisfies the assumption of linearity and is suitable for regression analysis.

Hypothesis Testing

Simple Linear Regression Analysis

Simple linear regression analysis is used to determine and measure the effect of a single independent variable on a single dependent variable. In this study, simple linear regression analysis was

conducted to examine the effect of the work environment on employee performance. The results of the simple linear regression analysis are presented in the following table.

Table 5. Simple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.597	6.249		3.456	.001
	Lingkungan Kerja	.599	.060	.669	10.053	.000

a. Dependent Variable: Kinerja Pegawai

Based on Table 5, the hypothesis testing results show a significance value of $0.000 < 0.05$ and a calculated t-value of 10.053. These results indicate that, partially, the work environment variable has a positive and significant effect on employee performance. Based on the simple linear regression analysis, the constant value obtained was 21.597, while the regression coefficient was 0.599. Thus, the resulting regression equation is $Y = 21.597 + 0.599X$. This equation can be interpreted as follows: the constant value of 21.597 indicates that if the work environment (X) is equal to zero, employee performance (Y) will have a value of 21.597. Meanwhile, the regression coefficient of 0.599 indicates that every one-unit increase in the work environment variable will increase employee performance by 0.599 units. The positive regression coefficient indicates a positive relationship between the work environment and employee performance. In other words, the better the work environment perceived by employees, the higher their level of performance. Conversely, if the work environment is less supportive, employee performance tends to decline. Therefore, improving the quality of the work environment can make a positive contribution to enhancing employee performance.

Partial Test (t-Test)

To determine the significance of the effect of the independent variable, namely the work environment, on the dependent variable, namely employee performance, a significance test (t-test) was conducted. The decision criterion for the t-test is that if the significance value (Sig.) is less than 0.05 or the calculated t-value is greater than the critical t-value (t-table), then the work environment variable has a significant effect on employee performance. Conversely, if the significance value is greater than 0.05 or the calculated t-value is smaller than the critical t-value (t-table), then the work environment variable does not have a significant effect on employee performance.

Table 1. Partial Test

Lingkungan Kerja dan Kinerja Pegawai	
Asymp Sig. (2-tailed)	Sig
0.000	0.05

Based on the calculation results, the calculated t-value was 10.053, with a significance value of 0.000, which is lower than 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that the work environment variable (X) has a positive and significant effect on employee performance (Y). These findings indicate that the better the work environment, the higher the level of employee performance achieved. Thus, the research hypothesis stating that there is a positive and significant effect of the work environment on employee performance is accepted.

Coefficient of Determination Test

The results of the coefficient of determination test are presented in the following table to determine the extent to which the work environment variable contributes to explaining variations in employee performance.

Table 2. Coefficient of Determination Test

Lingkungan Kerja dan Kinerja Pegawai		
R	R Squared	Adjusted R Squared
0.669	0.447	0.443

Based on the table above, the coefficient of determination (R Square) was found to be 0.447, or 44.7%. This indicates that the work environment variable contributes 44.7% to explaining the variation in employee performance, while the remaining 55.3% is influenced by other variables that were not examined in this study.

Discussion

Employee Performance

The results of the study indicate that employee performance at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province is categorized as good, with an achievement level of 84.2%. This finding suggests that employees have been able to carry out their duties and responsibilities effectively in supporting the achievement of organizational goals. These results are consistent with Mangkunegara (2017), who stated that performance is the quality and quantity of work achieved by employees in accordance with the responsibilities assigned to them. Similarly, Hasibuan (2019) explained that performance refers to the work outcomes achieved by individuals based on their competence, experience, diligence, and the time spent in completing their tasks.

Based on the indicator analysis, creativity obtained the highest average score of 4.28, with a percentage of 85.6%, placing it in the very good category. This high achievement indicates that employees possess strong capabilities in generating new ideas, finding solutions to various work-related problems, and developing more effective and efficient work methods. This finding is in line with Kaltiainen and Hakanen (2022), who argued that creativity is an individual's ability to generate innovative ideas and solutions to address various workplace challenges. High employee creativity serves as an important asset for organizations in improving service quality and enhancing the effectiveness of task implementation.

Meanwhile, the reactivity indicator obtained the lowest average score of 4.18, with a percentage of 83.6%, although it still falls within the good category. Reactivity reflects employees' ability to respond to changes, address problems, and adapt to job demands quickly and appropriately. These results indicate that employees' responsiveness is fairly good; however, it still requires improvement to better support optimal job performance.

The lower achievement of the reactivity indicator compared to the other indicators may be influenced by various factors, including individual, job-related, group, and organizational factors. According to Park and Park (2019), employee performance is affected by individual characteristics, job demands, social interactions within work groups, as well as organizational systems and culture. When these factors are not functioning optimally, employees may encounter difficulties in responding to changes and completing tasks efficiently.

This finding is also supported by Armstrong (2021), who stated that employees' adaptability and responsiveness are strongly influenced by organizational support, effective communication, and opportunities for competency development. This view is reinforced by Achyar et al. (2026), who explained that effective communication facilitates collaboration, knowledge sharing, conflict resolution, and the collective achievement of organizational goals. Furthermore, Rosnelli (2024) emphasized that adaptability to change is one of the key dimensions in assessing employee performance.

According to the researcher, the high level of employee performance is closely related to employees' ability to perform their duties professionally and the support provided by a conducive work environment. Nevertheless, the aspect of reactivity requires greater organizational attention through enhanced training programs, competency development initiatives, and stronger communication between leaders and employees. Through these efforts, employees' ability to respond to workplace changes and challenges can be further improved, enabling employee performance to reach a more optimal level in supporting the achievement of organizational objectives.

Work Environment

The results of the study indicate that the work environment at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province falls within the good category, with an achievement level of 83.6%. Among the five indicators examined, the work equipment indicator obtained the highest average score of 4.25, with a percentage of 85%, placing it in the very good category. In contrast, the noise indicator received the lowest average score of 4.08, with a percentage of 81.6%, although it still fell within the good category. These findings suggest that, in general, the work environment has been able to support employees in carrying out their duties, although several aspects still require improvement.

The high score achieved by the work equipment indicator indicates that the available facilities and infrastructure have effectively supported employees in performing their duties. The availability of adequate

work facilities can help accelerate task completion, improve work efficiency, and enable employees to achieve established targets more easily. This finding is consistent with Sedarmayanti (2017), who stated that the work environment comprises all tools, materials, work methods, and environmental conditions that may influence employees' job performance. Therefore, the availability of adequate work equipment is one of the key factors in creating a conducive work environment.

On the other hand, the noise indicator obtained the lowest score among all indicators. Although it remains within the good category, this finding suggests that noise continues to be a factor that may reduce employees' comfort while working. According to Nitisemito (2015), noise refers to unwanted sounds that can disrupt concentration, cause fatigue, and reduce work effectiveness. This view is supported by Robbins and Judge (2019), who argued that an uncomfortable physical work environment, including excessive noise, can affect employees' psychological conditions and consequently influence their work motivation and performance quality.

The relatively low score on the noise indicator may be attributed to several factors, such as intensive work activities, conversations among employees, the use of certain work equipment, and room conditions that are insufficiently soundproof. These circumstances may interfere with employees' focus and concentration, particularly when performing tasks that require a high level of accuracy. If such conditions persist over time, they may affect workplace comfort and ultimately have a negative impact on employee productivity and performance.

Based on the findings of this study, the work environment has been proven to play an important role in supporting employee performance. This result is in line with Mangkunegara (2017), who stated that a comfortable and safe work environment encourages employees to perform more optimally. According to the researcher, a good work environment is not only reflected in the availability of adequate work facilities but also in physical conditions that provide comfort and support concentration. Therefore, organizations should maintain the positive aspects of the existing work environment while making improvements to the noise-related aspects in order to create a more conducive workplace atmosphere and further enhance employee performance.

The Influence of the Work Environment on Employee Performance

The results of the study indicate that there is a positive and significant effect of the work environment on employee performance at the Regional Office of the Ministry of Religious Affairs of West Sumatra Province. This is evidenced by the correlation coefficient (R) of 0.669, which indicates a strong relationship between the work environment and employee performance. In addition, the coefficient of determination (R Square) of 0.447 suggests that the work environment contributes 44.7% to employee performance, while the remaining 55.3% is influenced by other factors not examined in this study. The positive regression coefficient indicates that the better the work environment perceived by employees, the higher the level of performance achieved.

The findings of this study are consistent with the theory proposed by Griffin, Neal, and Parker (2007), who argued that the work environment is one of the primary factors influencing employee performance, alongside work motivation and leadership. Similarly, Rahmi (2021) explained that a comfortable work environment has a positive impact on employees, particularly in carrying out their assigned tasks and responsibilities. A conducive work environment can create a sense of comfort, enhance concentration, and encourage employees to work more effectively, resulting in improved performance.

The findings also support the study conducted by Budianto and Katini (2017), which found that the work environment has a positive effect on employee performance. A favorable work environment can increase work enthusiasm, facilitate the implementation of tasks, and help employees achieve the work targets established by the organization. Therefore, the work environment is one of the important factors that organizations should consider in their efforts to improve employee productivity and work quality.

Nevertheless, the contribution of the work environment, which accounts for 44.7% of employee performance, indicates that employee performance is not solely influenced by the work environment. Various other factors also affect employee performance, including work motivation, organizational culture, competence, leadership, workload, reward systems, and interpersonal relationships within the organization. Therefore, improving employee performance requires a comprehensive approach that simultaneously addresses these supporting factors.

According to the researcher, the findings of this study demonstrate that the work environment plays a substantial role in enhancing employee performance. A comfortable and safe work environment, supported by adequate facilities, enables employees to be more focused, motivated, and effective in carrying out their duties. Conversely, an unsupportive work environment may hinder job performance and

reduce employee productivity. Therefore, organizations should continuously maintain and improve the quality of the work environment to ensure that employee performance develops optimally and organizational goals are achieved effectively and efficiently.

4. CONCLUSION

Based on the results of the study and the data analysis using simple linear regression techniques, several conclusions can be drawn. First, employee performance was categorized as good, with an achievement level of 84.2%. Second, the work environment was categorized as conducive, with an achievement level of 83.6%. Third, there was a positive and significant effect of the work environment on employee performance, contributing 44.7% to variations in employee performance. This indicates that an improved work environment is associated with an increase in employee performance.

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