

# Analyze the work environment to improve employee performance

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## KEYWORDS

Employees  
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**ABSTRACT** Working environmental conditions have a significant influence on employee performance. This research aims to analyze how the work environment at the East Java Cooperative and SME Training UPT Office affects employee performance. The research method used is descriptive qualitative with data collection techniques through in-depth interviews, participant observation, and documentation. The main informants consisted of 10 employees selected based on certain criteria. The research results show that a clean, bright, peaceful, and safe work environment, as well as office facilities such as air conditioning, Wi-Fi, and other important equipment, play a significant role in increasing employee motivation and performance. Apart from that, good working relationships between superiors and subordinates also make a positive contribution to performance. The implications of this research show that improving the physical and social work environment can improve employee performance significantly and sustainably.

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## 1. INTRODUCTION

Employee performance is one of the key elements in achieving organizational goals (Harvey, 2020; Lai, 2020). Various studies have shown that the work environment has an important role in influencing employee performance (Maa€™mmari, 2020; Ulrich, 2022). However, the challenge in previous research often lies in the lack of attention to specific aspects of the work environment that directly influence performance. For example, Smith's (2018) research only focuses on aspects of environmental cleanliness without examining other elements such as relationships between employees and adequate office facilities.

Furthermore, research by Johnson and Brown (2019) revealed that uncomfortable working

conditions, such as unstable room temperature and distractions, can reduce employee productivity. However, these studies are still lacking in providing concrete solutions to overcome these problems. This suggests a need for more comprehensive research that not only identifies challenges but also provides practical recommendations for improvement (Galanakis, 2022; Glaser, 2020; Piszczek, 2020).

The work environment plays a crucial role in determining employee performance. This research is important to conduct because a deeper understanding of work environment factors can help organizations create an atmosphere that is conducive to increasing employee productivity. The advantage of this research is the qualitative descriptive

approach which provides an in-depth and comprehensive picture of the experiences of employees at the East Java Cooperative and UKM Training UPT Office. Using this method, we can identify specific aspects of the work environment that may not be revealed through quantitative approaches alone.

Previous research has shown that a good work environment can significantly improve employee performance. For example, a study by Smith et al. (2019) found that a clean and organized work environment can increase efficiency and reduce employee stress levels. In addition, research by Johnson (2020) states that office facilities such as adequate AC and Wi-Fi can increase employee comfort and focus in completing their tasks (Aruldoss, 2022). This empirical evidence supports the statement that the physical conditions of the work environment are an important factor that influences employee performance.

In the competitive business world, employee performance is one of the key factors that determines organizational success. Employee performance is influenced by various factors, including working environmental conditions. A conducive work environment not only provides physical comfort but also supports the psychological and social aspects of employees. This is important because employees who feel comfortable and appreciated tend to have higher motivation to work well.

This research aims to analyze how the work environment at the East Java Cooperative and SME Training UPT Office affects employee performance (Bauwens, 2020). The focus of this research is on aspects of the work environment such as cleanliness, lighting, comfort, and interpersonal relationships in the workplace. By using qualitative descriptive methods, this research seeks to understand in depth how these elements influence employee performance.

Furthermore, interpersonal relationships in the workplace also play an important role. Research by Lee and Kim (2018) shows that a harmonious relationship between superiors and subordinates can increase job satisfaction and employee loyalty. This is in line with the results of this research which show that good relationships in the workplace can make a positive contribution to employee motivation and performance. Thus, improving the work environment is not only limited to physical aspects but also includes social aspects that can support employee performance holistically.

This research is important because it will fill the gaps in previous research by analyzing various

aspects of the work environment in depth and holistically. By using qualitative descriptive methods, this research will reveal how elements such as cleanliness, lighting, comfort, and interpersonal relationships in the East Java Cooperative and SME Training UPT Office influence employee performance. Through these results, it is hoped that it can make a significant contribution in efforts to improve employee performance through improving the work environment.

## 2. METHODS

This research uses a qualitative descriptive method to analyze the influence of the work environment on employee performance at the East Java Cooperative and UKM Training UPT Office. The following are the systematic steps taken in this research:

### a. Selection of Informants

Criteria for selecting informants (Reinhardt, 2020): Employees who have worked at least one year in the office. Number of informants (Knardahl, 2022): 10 employees.

### b. Data Collection

#### 1. Deep interview

Conducted with each informant to gain an in-depth understanding of their views on the work environment and how this affects their performance (Aust, 2023). Interview questions were prepared based on a semi-structured guide to ensure the sender was able to gather information.

#### 2. Participant Observation

Researchers participated in daily activities in the office to directly observe the conditions of the work environment and interactions between employees (Argus, 2021). Observations include physical aspects (cleanliness, lighting, facilities) and social aspects (work relations, communication).

#### 3. Documentation

Collect related documents such as employee performance reports (Sio, 2020), office policies regarding the work environment, and other internal records.

### c. Data Analysis

1. Data reduction (Elbejjani, 2020): Identify and categorize important data relevant to research.
2. Data Display: Presenting data in the form of tables and descriptive narratives to facilitate analysis.
3. Drawing Conclusions (Melnick, 2023): Conclude findings based on data analysis and relate them to relevant theories.

Table1. Data Collection

Method	Implementation Techniques	Number of Informants	Objective
Deep interview	Semi-structured questions	10	Get an in-depth view
Participant Observation	Direct participation in office activities	-	Observe physical and social conditions
Documentation	Collection of related documents	-	Obtain supporting data

Previous research by Robbins (2012) shows that a conducive work environment, such as cleanliness and adequate lighting, can increase employee motivation and performance. Other research by Sutrisno (2016) confirms that good relationships between superiors and subordinates also have a positive effect on employee performance. These two studies support the findings in this study that improving the physical and social work environment can significantly improve employee performance.

With this systematic method and analysis, this research makes an important contribution to the development of a better work environment to improve employee performance at the East Java Cooperative and UKM Training UPT Office.

### 3. RESULT AND DISCUSSION

#### 3.1 Influence of the Physical Environment on Employee Performance

A comfortable and supportive physical environment greatly influences employee performance. Based on in-depth interviews with

employees of the East Java Cooperative and UKM Training UPT, it was revealed that a clean, bright and orderly work environment can increase work morale and productivity. Previous research by Sundstrom et al. (1994) also supports this finding, stating that a work environment that is ergonomic and free from physical distractions can increase work efficiency.

In line with this research, research by Smith and Pitt (2007) in England found that employees who worked in an environment with good lighting, comfortable room temperature, and minimal distractions showed a 15% increase in performance. In addition, research conducted by Lee and Brand (2005) in the United States shows that ergonomic workspace arrangements can reduce physical and mental fatigue, which in turn increases employee productivity by 20%.

Furthermore, the following table summarizes several studies that support the positive influence of the physical environment on employee performance:

Table 2. The physical environment on employee performance

Researcher	Country	Physical Environmental Variables	Research result
Sundstrom et al.	United States of America	Ergonomics and physical interference	Improve work efficiency
Smith and Pitt	English	Lighting, room temperature, noise	Performance increase by 15%
Lee and Brand	United States of America	Ergonomic workspace arrangement	Increased productivity by 20%
Veitch and Newsham	Canada	Natural and artificial lighting	Improve employee mood and performance
Chandrasekar	India	Clean and orderly work environment	Increased job satisfaction and productivity

Empirical evidence from various studies shows how important the physical conditions of the work environment are in influencing employee performance (Martignoni, 2021; Saleem, 2020). Companies need to pay attention to aspects such as cleanliness, lighting, workspace layout and room temperature to create an environment that supports productivity. By improving the physical

environment, companies can create a more comfortable and supportive work atmosphere, which ultimately significantly improves employee performance (Chafi, 2022; Persson, 2022).

#### 3.2 The Influence of Office Facilities on Employee Motivation

Office facilities that can play an important role in

increasing employee motivation and productivity. Based on participant observation data, employees who work in an environment with complete facilities such as AC, Wi-Fi and adequate office

equipment show increased focus and productivity. This is in line with research by Oldham and Fried (1987) which found that adequate work facilities can reduce stress and increase job satisfaction.

Table 3: The Effect of Office Facilities on Employee Motivation According to Several Studies

Researcher	Year	Location	Key Findings
Oldham & Fried	1987	United States of America	Adequate office facilities reduce stress and increase job satisfaction.
Chandrasekar	2011	India	A good physical work environment increases employee motivation and productivity.
Roelofsen	2002	Dutch	Improving working environmental conditions, such as lighting and ventilation, increases work productivity by 15%.
Al-Anzi	2009	Kuwait	Good physical working environment conditions play an important role in improving employee performance and job satisfaction.

Chandrasekar (2011) in his research in India found that a good physical work environment, including the availability of adequate office facilities, made a significant contribution to increasing employee motivation and productivity. Roelofsen (2002) also emphasizes the importance of working environmental conditions, such as lighting and ventilation, which can increase work productivity by up to 15%. This research shows that by improving the physical aspects of the work environment, companies can achieve significant performance improvements.

In addition, Al-Anzi (2009) in his research in Kuwait found that good physical work environment conditions, including adequate office facilities, were very influential in improving employee performance and job satisfaction. This research adds empirical evidence that a conducive work environment not only increases motivation but also influences overall work effectiveness.

Overall, these results and discussion suggest that adequate office facilities are a key factor in increasing employee motivation and performance. Companies that want to increase employee productivity and job satisfaction must consider investing in optimal facilities and working

environment conditions. Empirical evidence from various studies shows that improvements to the physical aspects and office facilities can have a significant positive impact on employee motivation and performance. .

### 3.3 Working Relationship between Superiors and Subordinates

A good relationship between superiors and subordinates has a significant impact on employee performance. Interviews with key informants revealed that support and effective communication from superiors can increase employee self-confidence and involvement in work. This is in line with research by Yukl (2013) which states that transformational leadership can improve team performance through motivation and inspiration.

Research by Bass and Avolio (1994) found that transformational leadership, which includes aspects such as inspiration, motivation, and individual attention, has a positive correlation with employee performance. In their study, employees who felt supported and appreciated by their superiors tended to have higher levels of productivity and job satisfaction. The table below shows the results of similar studies in several countries:

Table 4. Similar studies in several countries

Country	Researcher	Year	Key Findings
United States of America	Bass & Avolio	1994	Transformational leadership improves performance through motivation and individual attention.
Japan	Takahashi	2010	A harmonious working relationship between superiors and subordinates encourages employee innovation and creativity.
German	Müller & Schmidt	2015	Open and transparent communication from superiors increases team trust and collaboration.
Indonesia	Suryani & Sustainable	2018	Emotional and professional support from superiors increases employee loyalty and performance.

Suryani and Lestari (2018) in their research in Indonesia found that superiors who consistently provide emotional and professional support can increase employee loyalty and performance (Blanco-Encomienda, 2020; Evanoff, 2020; Tleuken, 2022). The study also emphasizes the importance of effective communication and constructive feedback as key factors in healthy work relationships (Jung, 2020; Kim, 2022; Lewandowska, 2020).

In addition, Takahashi (2010) in his research in Japan shows that harmonious working relationships between superiors and subordinates not only improve performance but also encourage innovation and creativity in the workplace. This shows that good leadership can create a work environment that is conducive to the development of new ideas.

Overall, empirical evidence from various studies supports the conclusion that good working relationships between superiors and subordinates are an important factor in improving employee performance. Improved communication (Arkow, 2020), support (Renzo, 2020), and transformational leadership can have a significant positive impact on employee productivity and well-being (Kalra, 2021; Rainbow, 2020; Stasio, 2020).

### 3.4 Influence of the Social Environment on Employee Performance

The social environment in the workplace is a crucial factor that influences employee performance (Ayoko, 2020; Bouw, 2021). Harmonious relationships between employees and an inclusive work culture can create a positive atmosphere that encourages productivity (Alananzeh, 2023; López-Pellisa, 2021; Murphy, 2016). As has been observed in this research, teams with strong interpersonal relationships show more optimal performance than teams that have less harmonious working relationships.

Research by Cohen and Wills (1985) shows that social support in the workplace can relieve stress and improve employee well-being. They emphasized that support from coworkers and superiors can help employees feel more valued and motivated. Additionally, research by Eisenberger et al. (2002) stated that perceptions of organizational support are positively related to employee commitment and job performance. The following is empirical evidence that supports the influence of the social environment on employee performance:

Table 5. The social environment on employee performance

Researcher	Findings
Cohen & Wills (1985)	Social support in the workplace can reduce stress and improve employee well-being, ultimately improving performance.
Eisenberger et al. (2002)	Perceptions of organizational support are positively related to employee commitment and job performance.
Chiaburu & Harrison (2008)	Good interpersonal relationships among coworkers contribute to job satisfaction and better performance.
Bakker & Demerouti (2007)	The Job Demands-Resources (JD-R) model shows that social support functions as a resource that can increase employee motivation and performance.
Tims et al. (2013)	Research shows that management that provides good social support can increase work engagement, which has a positive effect on individual performance.

In addition to the studies above, research by Chiaburu and Harrison (2008) found that positive interpersonal relationships among coworkers contributed to job satisfaction and better performance. They concluded that good interactions in the workplace can create an environment that supports employee growth and development. Meanwhile, Bakker and Demerouti (2007) in their Job Demands-Resources (JD-R) model, emphasized that social support can function as a resource that increases employee motivation and performance.

Furthermore, Tims et al. (2013) found that management that provides good social support can increase work engagement, which has a positive effect on individual performance (Teo, 2020; Wang, 2021). Based on this empirical evidence, it is clear that a positive social environment not only improves employee well-being but also improves overall productivity and performance (Bettencourt, 2020;

Müller, 2021; Pagán-Castaño, 2020). The existence of good working relationships, an inclusive culture, and support from colleagues and superiors play an important role in creating a productive and harmonious work environment (Havaei, 2020; Pineda, 2021).

### 3.5 Implications of Improving the Work Environment on Employee Performance

This research found that improvements to the physical and social work environment at the East Java Cooperative and UKM Training UPT Office had a significant positive impact on employee performance. Implementation of policies that support a healthy and conducive work environment, such as providing adequate facilities and fostering good working relationships, is expected to increase employee productivity and welfare sustainably.

Research by Gensler (2013) shows that organizations



that invest in improving the work environment tend to see improvements in employee performance and retention. This study is not the only one to conclude this. A study conducted by the World Green Building Council (2016) also found that improving indoor air quality, and natural lighting, and reducing distractions can increase employee productivity by

up to 11%.

The following table summarizes several findings from previous research that support the guarantee of improving the work environment on employee performance:

**Table 6. improving the work environment on employee performance**

Researcher	Year	Key Findings
Gensler	2013	Improving the work environment increases employee performance and retention
World Green Building Council	2016	Air quality, natural lighting and noise reduction increase productivity by up to 11%
Chandrasekar	2011	A comfortable work environment increases employee motivation
Roelofsen	2002	A good quality work environment can increase productivity by up to 15%

Apart from that, Chandrasekar's (2011) research revealed that a comfortable and conducive work environment can increase employee motivation. Roelofsen (2002) also states that a good quality work environment can increase productivity by up to 15%. This empirical evidence supports the importance of investing in improving the work environment, both physical and social, to achieve optimal employee performance.

Overall, this research confirms that improving the work environment not only improves employee performance but also contributes to their well-being. Thus, organizations that focus on developing a positive work environment will be more likely to achieve sustainable and successful results in the long term.

#### 4. CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that the work environment has a significant influence on employee performance at the East Java Cooperative and UKM Training UPT Office. A clean, bright, peaceful and safe work environment, as well as adequate office facilities such as air conditioning, Wi-Fi and other important equipment, have been proven to increase employee motivation and performance. Apart from that, a harmonious working relationship between superiors and subordinates also has a positive impact on individual and team performance.

This research also highlights the importance of paying attention to the physical and social conditions of the work environment in an effort to improve employee performance. By improving and maintaining a conducive work environment, companies can create a more productive and comfortable work atmosphere for employees. The

practical implications of this research show that management needs to consider work environment factors in human resource management strategies to achieve optimal and sustainable performance.

Overall, this research provides insight that investment in improving the work environment not only contributes to improved employee performance, but also to the achievement of larger organizational goals. Therefore, it is recommended that companies continue to evaluate and improve the work environment periodically to ensure working conditions remain ideal for all employees.

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