

The Influence of Work Environment and Satisfaction on Employee Performance at Bank PT. BPR BKK BLORA Jepon Branch

Riska Amalia Desintaputri¹ Harsono²

^{1,2}Accounting Education, Muhammadiyah University of Surakarta

Abstract

This study aims to analyze the influence of work environment and job satisfaction on employee performance at Bank PT BPR BKK Blora Jepon Branch. In the increasingly competitive banking world, a conducive work environment and a high level of job satisfaction are important factors in increasing employee productivity and effectiveness. This study uses a quantitative approach with a survey method on 116 respondents who are employees of BPR BKK Blora. Data were collected using a questionnaire with a Likert scale, then analyzed using multiple linear regression through the t test and F test. The results of the study indicate that partially, the work environment has a positive and significant effect on employee performance with a significance value of $0.033 < 0.05$. Conversely, job satisfaction does not have a significant effect on employee performance with a significance value of $0.464 > 0.05$. Simultaneously, both variables also do not have a significant effect on employee performance (sig. $0.063 > 0.05$). These findings indicate that improving employee performance is not only influenced by the environment and job satisfaction, but also by other factors such as motivation, leadership style, and individual competence.

Keywords: work environment ; job satisfaction ; employee performance .

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✉ Corresponding author:

Email Address: riskamaliad12@gmail.com

INTRODUCTION

In the era of globalization and intense competition in the workplace, the quality of the work environment and job satisfaction are crucial factors in determining employee performance. A conducive work environment not only creates a comfortable atmosphere for employees but also contributes to increased productivity and employee loyalty to the organization. Job satisfaction, as an indicator of employee psychological well-being, also plays a role in reducing turnover rates and increasing employee engagement within the organization. This is increasingly relevant given the dynamics of the modern workplace, which demands flexibility, work-life balance, and management support in creating an environment conducive to optimal performance.

A good work environment encompasses various interrelated aspects. Physical aspects such as workspace conditions, lighting, room temperature, and available facilities have a direct impact on work comfort and efficiency. Furthermore, non-physical aspects such as work culture, internal communication, and employee relationships also play a crucial role in creating a conducive work environment. According to Jayanagara (2025), motivation and the work environment significantly impact employee performance, with job satisfaction acting as a mediating factor that strengthens this relationship. In this context, organizations need to

understand how these factors can be optimized to achieve higher productivity and improve employee well-being.

Job satisfaction is the result of the interaction of various factors within an organization. Factors such as fair compensation, recognition for work achievements, career development opportunities, and good relationships between employees and superiors play a major role in determining job satisfaction levels. Recent studies have shown that the implementation of Green Human Resource Management (HRM) in the information technology sector has a direct impact on job satisfaction and organizational performance (Vadithe, 2025). This concept emphasizes the importance of sustainable and environmentally friendly HRM practices, which not only support employee well-being but also enhance the organization's image in the eyes of stakeholders. Data from various employment surveys indicate that an unsupportive work environment can lead to increased stress levels and job dissatisfaction among employees. A study in high-risk industries found that occupational well-being factors, including mental health, safety culture, and job satisfaction, significantly determine worker productivity levels (Abbas & Patel, 2025). In this sector, high work pressure requires companies to pay more attention to employee well-being to maintain optimal productivity levels. Therefore, organizations need to adopt strategies that focus on improving the quality of the work environment to reduce the negative impact of stress factors and work pressure (Lestari, 2025).

In addition to aspects of work well-being, compensation and work environment factors have also been shown to significantly contribute to employee job satisfaction and performance. Recent studies have shown that when compensation is in line with employee expectations, they tend to be more motivated to deliver their best performance. Furthermore, a supportive work environment, both physically and psychologically, can increase employee belonging and engagement in the organization. Therefore, companies that invest in improving employee well-being can reap long-term benefits in the form of increased productivity and higher employee retention. Although numerous studies have addressed the influence of work environment and job satisfaction on employee performance, there are still gaps in the literature that need further exploration. One of the main challenges faced in this research is the differences in individual employee characteristics that can influence job satisfaction. Factors such as age, education level, work experience, and personal preferences can cause variations in employee perceptions of the work environment. Therefore, further research is needed to understand how these factors interact in determining levels of job satisfaction and employee performance.

Furthermore, variations in industrial sectors also influence the relationship between the work environment, job satisfaction, and employee performance. Each sector has unique characteristics that can impact how employees respond to existing working conditions. For example, in the service sector, interactions with customers and pressure to provide high-quality service can influence levels of job satisfaction. Meanwhile, in the manufacturing sector, occupational safety and environmental noise can be key determinants in assessing the quality of the work environment. Therefore, more specific research is needed to understand how these factors influence each industry's context. The lack of specific research addressing the impact of the work environment and job satisfaction on specific sectors also represents a gap in the literature. For example, in the context of the Special Work Center (BKK) in a specific area such as Blora, there is still little research specifically examining the factors that influence employee satisfaction and performance in this sector. By understanding working conditions in the BKK Blora, this research is expected to provide new insights into how work environment factors and job satisfaction play a role in increasing productivity in this sector. Various studies have shown that a conducive work environment and high job satisfaction contribute to improved employee performance. Research by Shayan (2025) found that a creative work environment based on good communication can increase job satisfaction and contribute to higher performance. This finding underscores the importance of creating a work environment that supports innovation and collaboration among employees. With good communication between

management and employees, along with support for skills development, organizations can create a more productive and harmonious work environment.

However, several studies have also shown that in some job sectors, job satisfaction is not always the primary factor determining employee performance. For example, in industries that demand high skill levels and competitive work environments, the fit between the individual and the organization can be a major determinant of job satisfaction and performance (Gunel, 2025). Therefore, it is important for organizations to understand the factors that most influence employee satisfaction and performance in their specific context. This study aims to fill this gap in the literature by examining the influence of the work environment and job satisfaction on employee performance at the Blora Special Work Center (BKK). The main focus of this study is to identify work environment factors that significantly influence employee performance, measure the level of job satisfaction and its impact on employee productivity, and analyze the relationship between work environment variables, job satisfaction, and employee performance. Thus, this study is expected to contribute to the development of more effective policies to improve employee well-being and productivity. The main objective of this study is to provide a more comprehensive understanding of how the work environment and job satisfaction can improve employee performance at the Blora Special Work Center (BKK). From a theoretical perspective, this research is expected to contribute empirical findings that can be used to strengthen theories regarding the relationship between the work environment, job satisfaction, and employee performance. Practically, this research also aims to provide recommendations for the management of Blora's BKK in creating a more conducive work environment to increase employee satisfaction and productivity. Therefore, this research is expected to provide benefits for both the development of science and managerial practice in the workplace.

Several previous studies have examined the relationship between the work environment, job satisfaction, and employee performance. However, the novelty of this study lies in its specific focus on Bank PT BPR BKK Blora, Jepon Branch, a regional micro-banking institution rarely studied in the context of human resources. The organization's locally based characteristics and distinct work patterns from those of the larger banking sector provide scope to explore the unique dynamics between the work environment, job satisfaction, and employee performance in this setting. In addition to contributing to the development of academic literature, this research is also expected to provide practical benefits, namely assisting management in making data-driven decisions to create a better work environment and improve employee well-being and productivity.

METHODOLOGY

In this study, the researcher used a quantitative research method with a survey design. Quantitative research is a research method based on the positivist paradigm, using quantitative data and statistics to analyze the collected data. Data collection in this study used a questionnaire. The purpose of this study was to determine the influence of the researched variables objectively and accurately. According to Creswell, quantitative research is systematic, structured, and planned research that focuses on the collection, analysis, and interpretation of numerical data to answer research questions.

The subjects of this study were employees of PT BPR BKK BLORA, the sample was obtained using multiple linear regression analysis to measure the influence of each independent variable (work environment and job satisfaction) on the dependent variable (employee performance), the population in this study were all employees of PT BPR BKK Blora, totaling 164 people, because the population size is considered possible to be reached entirely. The sample is part of the population taken as a data source and can describe the entire population. The sample selection technique used in this study is the simple random sampling technique. This technique was chosen because it provides equal opportunities for each member of the population to become a research sample, so that the research results can be more objective and reduce the possibility of bias.

The data collection method used was a questionnaire. A questionnaire is a data collection technique that involves handing or sending a list of questions to be filled out by respondents. Respondents are the individuals who provide responses, answering the questions posed. The questionnaire contains questions regarding the respondents' personal data as well as statements about the indicators for each variable used in this study.

The data in this study is presented descriptively and quantitatively through frequency distribution tables, bar or pie charts, and text narratives explaining the findings. This presentation aims to facilitate interpretation of the analysis results, highlight trends or patterns, and support the research conclusions. The data presented includes questionnaire results, validity tests, reliability tests, classical assumption tests, and multiple linear regression results.

RESULTS AND DISCUSSION

The hypothesis testing in this study aims to determine the effect of the independent variables, namely the work environment and job satisfaction, on the dependent variable, namely employee performance, both partially and simultaneously. This testing was conducted using the t-test for partial analysis, the F-test for simultaneous analysis, and the coefficient of determination (R^2) test to evaluate the contribution of the independent variables to the dependent variable.

Table 1. T-Test Results

Model		Coefficients ^a		t	Sig.
		Unstandardized	Coefficients		
		B	Std. Error		
1	(Constant)	11,724	2,098	5,587	0.000
	Work environment	0.316	0.146	2,159	0.033
	Job satisfaction	-0.121	0.165	-0.735	0.464

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2025

Based on the t-test results in Table 1, the work environment variable has a significance value of $0.033 < 0.05$ with a calculated t-value of 2.159. These results indicate that partially, the work environment has a significant influence on employee performance. This finding indicates that factors related to the work environment such as the physical condition of the office, work facilities, relationships between employees, and superior support play an important role in improving employee performance. In other words, the more conducive the work environment provided by the company, the higher the level of employee performance that can be achieved.

Meanwhile, the job satisfaction variable has a significance value of $0.464 > 0.05$ with a t-value of -0.735, indicating that job satisfaction has no significant partial effect on employee performance. This means that even if employees are satisfied with their jobs, this satisfaction does not necessarily have a direct impact on performance improvement. Other internal and external factors, such as intrinsic motivation, individual abilities, and work environment factors, are likely more dominant in determining employee performance.

Table 2. F Test Results

Model		ANOVA ^a				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19,299	2	9,650	2,832	.063 ^b
	Residual	354,308	113	3,407		
	Total	373,607	115			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Satisfaction, Work Environment

Source: Processed Primary Data, 2025

The F-test results in Table 2 show a calculated F-value of 2.832 with a significance level of $0.063 > 0.05$. Thus, simultaneously, the work environment and job satisfaction variables do

not significantly influence employee performance. This indicates that although one variable (work environment) has a significant partial effect, when both variables are analyzed together, their effect on employee performance is not strong enough to reach a statistically significant level. This finding underscores the importance of considering other factors that may influence performance more significantly, such as work motivation, individual competence, leadership style, reward systems, or external factors such as economic conditions and organizational culture.

The Influence of Work Environment on Employee Performance

The first hypothesis (H_1) states that the work environment has a positive and significant effect on employee performance at Bank PT BPR BKK Blora. The t-test results in Table 2 show a calculated t-value of 2.159 with a significance value of $0.033 < 0.05$. Thus, the first hypothesis can be accepted. This means that the better the work environment conditions perceived by employees, the higher their performance can be achieved. A conducive work environment can support concentration, reduce stress, and increase work enthusiasm so that employees can complete their work more effectively and efficiently.

Practically, these results demonstrate that the management of Bank PT BPR BKK Blora needs to pay more attention to factors that shape the work environment, both physical aspects such as workspace comfort, lighting, ventilation, and the availability of supporting facilities, as well as non-physical aspects such as relationships between employees, open communication, and supportive leadership. When employees feel their work environment is comfortable, they will be encouraged to be more productive, focused on their work, and adapt more quickly to changes and company demands.

The findings of this study are consistent with those of Sutrisno (2023), who found that a positive work environment improves employee performance by up to 30% compared to a poor work environment. Similarly, Yuliantari (2020) emphasized that a harmonious work environment can create intrinsic motivation for employees to work harder. Therefore, this study's findings support the theory that the work environment is a crucial factor in building organizational productivity and competitiveness.

The Influence of Job Satisfaction on Employee Performance

The second hypothesis (H_2) states that job satisfaction has a positive and significant effect on employee performance at Bank PT BPR BKK Blora. However, the t-test results in Table 2 show a calculated t-value of -0.735 with a significance value of $0.464 > 0.05$. This means that H_2 is rejected, so it can be concluded that job satisfaction does not have a significant effect on employee performance. In other words, although employees are satisfied with aspects of their work, this satisfaction has not directly contributed to improved performance.

This phenomenon can be explained by the fact that job satisfaction has a greater impact on affective attitudes, such as loyalty, discipline, and long-term commitment, than on short-term work performance. Satisfied employees may feel comfortable and at home working at a company, but this level of satisfaction alone does not automatically make them more productive or efficient. Other factors, such as intrinsic motivation, individual competence, leadership style, and supportive reward systems, appear to be more dominant in influencing actual performance.

These results differ from Fitriyani's (2024) research, which showed that job satisfaction has a positive relationship with employee productivity. However, these findings are more closely aligned with the research of Rahman & Lestari (2022), which found that job satisfaction has a more significant effect on employee loyalty than on direct performance. Therefore, it can be concluded that job satisfaction is important, but it cannot be the sole factor in determining performance. Companies need to combine strategies to increase job satisfaction with motivational programs, career development, and transparent reward systems for a more tangible impact on performance improvement.

The Influence of Work Environment and Job Satisfaction on Employee Performance

The third hypothesis (H_3) states that the work environment and job satisfaction simultaneously have a positive and significant effect on employee performance at Bank PT BPR BKK Blora. However, based on the results of the F test in Table 3, the calculated F value was 2.832 with a significance of $0.063 > 0.05$. These results indicate that H_3 is rejected, so it can be concluded that simultaneously, the two independent variables do not have a significant effect on employee performance.

These findings demonstrate limitations when both variables are tested together. Although the work environment partially exerts a significant influence, this influence is not strong enough when combined with job satisfaction to explain the overall variation in employee performance. This indicates that employee performance at Bank PT BPR BKK Blora is likely influenced by other factors not examined in this study, such as work motivation, leadership style, training and development, and reward systems.

The results of this study align with Susanti's (2023) findings, which state that although work environment and job satisfaction are important, employee performance is more influenced by individual motivation and competence. Furthermore, Robbins & Judge (2019) emphasize that performance is the result of a complex interaction between ability, motivation, and opportunity, and therefore cannot be explained by just two factors. Therefore, the management of Bank PT BPR BKK Blora needs to expand its performance improvement strategy by considering other dimensions, such as providing relevant training, creating a fair reward system, and leadership that can inspire employees to achieve company targets.

CONCLUSION

Based on the results of data analysis and discussion, this study concludes that the work environment has a positive and significant effect on employee performance at Bank PT BPR BKK Blora Jepon Branch, while job satisfaction has no significant effect on employee performance. Simultaneously, both variables also show no significant effect on employee performance. These findings emphasize that the work environment is a dominant factor in creating optimal performance, while job satisfaction has not fully contributed significantly to the achievement of individual and organizational performance.

Theoretically, the results of this study strengthen the view that good working environment conditions includes comfort of space, security, harmonious social relations, and support for work facilities can create a positive atmosphere that encourages employee enthusiasm, focus, and responsibility for their work. However, psychological job satisfaction is not strong enough to influence productivity without adequate motivational and managerial factors.

Practically, these results have implications for the management of BPR BKK Blora to prioritize creating a healthy, comfortable, and communicative work environment. This effort can be achieved through improving work facilities, fostering relationships between employees, and providing supportive leadership that is open to employee aspirations. Management also needs to consider other factors proven to be related to performance, such as motivation, leadership style, organizational culture, and individual competencies, which can strengthen the impact of the work environment on productivity.

Thus, this study provides an empirical contribution to the study of human resource management in the regional microbanking sector. However, limitations lie in the number of variables examined and the limited scope of the study, which was limited to a single bank branch. Therefore, future research is recommended to expand the population coverage, add variables such as work motivation, organizational culture, and employee commitment, and employ a mixed methods approach to obtain more in-depth results and stronger generalizability.

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