



The Influence of Work Environment on Employee Performance at CIMB Niaga Bank

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Abstrak. *The purpose of this study is to determine the Influence of the Work Environment on Employee Performance at Bank CIMB Niaga where the existence of a supportive work environment will improve employee performance. This study uses a quantitative method with sampling, namely Purposive Sampling. The number of samples used in this study was 33 respondents from PT CIMB Niaga employees. The testing of the research hypothesis was carried out with the help of the SPSS version 25 program. The results of the research that have been carried out are variables that affect each other, namely the work environment has a positive and significant influence on the performance of PT CIMB Niaga employees*

Keywords: *Work Environment, Employee Performanc*

INTRODUCTION

Human Resource Management (HRM) is a part of organizational management that focuses on the human resource element. The role of HRM is to manage human resources effectively to ensure employees are satisfied with their jobs. Within an organization, humans are one of the most crucial elements. Without human involvement, even if all necessary factors are available, the organization cannot function. Humans drive and determine the course of an organization. Therefore, organizations should provide positive direction to achieve their objectives (Amanah & Putri, 2012).

Employees are part of human resources who execute all organizational policies; therefore, they must be equipped with adequate knowledge. The importance of human resources should be recognized at all levels of management within a company. Regardless of technological advancements, human factors remain crucial to an organization's success. Employees play a vital role in a company as thinkers, planners, and controllers of corporate activities. A company or organization that possesses skilled and high-quality human resources fundamentally aims to enhance employee capabilities to achieve higher productivity.

Humans are an expensive and challenging production component to manage and serve as a strategic factor in all organizational activities. A well-structured management system can optimize performance and benefit the company. Given this situation, companies must implement effective human resource management. HR management systems should be planned, developed, and evaluated according to the company's goals. The achievement of a company's success can be measured through employee performance levels. Employee performance plays a crucial role in

achieving organizational goals, necessitating performance management to ensure and maintain overall employee performance within the company.

Improving employee performance is a challenge for human resource management. Employee performance is a factor that can influence a company's growth and progress (Nurudin, 2017). Enhanced employee performance contributes to a company's success in navigating an unstable business environment. High employee performance is highly desirable by companies; the more employees who perform at a high level, the greater the company's overall productivity, enabling it to remain competitive in the global market. Leaders face the challenge of boosting employee performance to achieve strong company performance, as a company's success and sustainability depend on the quality of its human resources.

According to the Republic of Indonesia Law No. 7 of 1992 on Banking, as amended by Law No. 10 of 1998, a bank is defined as a business entity that collects funds from the public in the form of deposits and distributes them to the public in the form of credit or other financial instruments to improve societal living standards. A commercial bank operates either conventionally or based on Sharia principles, providing payment traffic services. Meanwhile, "banking" refers to everything related to banks, including institutional structures, business activities, and operational procedures.

Essentially, a company does not only require capable and skilled employees but also those willing to work harder and achieve optimal results aligned with corporate goals. Companies can take various measures to enhance employee performance, primarily by addressing factors that contribute to performance improvement. To remain competitive and sustainable in today's market, companies must enhance quality, efficiency, and effectiveness—not solely relying on modern technology and sufficient capital.

The main research subject of this study is PT Bank CIMB Niaga, commonly known as CIMB Niaga, a banking institution established in 1955 that operates as a limited liability company. CIMB Niaga engages in fund collection, fund distribution, and tax payment services to generate company profits. As of the end of 2020, to support its business operations, the bank operated 374 branch offices, 33 mobile cash units, 44 payment points, and 4,316 ATMs across Indonesia.

With strong company management, PT Bank CIMB Niaga emphasizes high performance and optimal employee productivity. Performance evaluation is conducted using the Key Performance Indicators (KPI) approach, where KPIs are structured based on bank performance targets, unit-specific goals, and individual objectives aligned with the bank's strategy while considering risk and compliance aspects. Employee performance evaluations are conducted through self-assessments by the Compliance Division, based on assessments and supporting data from respective work units, with results published via the Bank CIMB Niaga website (www.bankcimbniaga.co.id).

In accordance with Bank Indonesia Regulation No. 8/4/PBI/2006 on Good Governance Implementation for Commercial Banks, as well as to enhance Corporate Governance Culture (CGC) at all organizational levels, Bank CIMB Niaga conducts an annual comprehensive self-assessment on the implementation of CGC.

Based on the background described above, the researcher is interested in conducting a study titled: **"The Role of Work Environment in Employee Performance at Bank CIMB Niaga"**.

THEORETICAL REVIEW

Work Environment

The work environment is directly related to employees or workers, as it is the place where they complete assigned tasks. A conducive atmosphere, adequate facilities and infrastructure, and good relationships between employees are essential for ensuring the smooth completion of tasks according to their respective fields. The work environment is associated with the availability of facilities, infrastructure, and social aspects that support employees in carrying out their work (Nurdin & Djuhartono Tjipto, 2021). According to Surito et al. (2020), the work environment, also known as the work atmosphere, consists of surrounding factors in the workplace that influence an individual's behavior while performing tasks. A conducive work environment provides a sense of security and allows employees to work optimally. Another perspective, as stated by Nabawi (2019), emphasizes that the work environment in a company or institution is a crucial aspect that should be carefully considered by management. Although it does not directly contribute to the production process, it has a significant impact. However, many companies still overlook this factor. The work environment directly influences employees, as it can enhance their performance. Conversely, an inadequate work environment may lead to a decline in employee performance. Based on the above explanations, it can be concluded that the work environment encompasses everything surrounding employees, both physically and non-physically, that affects their assigned tasks. A conducive work environment fosters comfort and productivity. This aligns with the idea that physical and psychological aspects, whether directly or indirectly, impact employees. A work environment is considered good or suitable if employees can perform their activities optimally, in a healthy, safe, and comfortable manner. Furthermore, the work environment also influences employee satisfaction in carrying out their tasks. Therefore, an adequate work environment is essential to support all types of activities performed by employees.

Types of Work Environment

According to Eka & Sugiarto (2022), the work environment is divided into two categories: physical work environment and non-physical work environment, as follows: 1) Physical Work Environment – This refers to the physical surroundings of employees, including office equipment, workspace, lighting, cleanliness, and room temperature; 2) Non-Physical Work Environment – This encompasses aspects such as the work atmosphere and communication that ensure employees feel comfortable in the workplace. A positive non-physical environment enables employees to complete tasks effectively and efficiently. A harmonious work environment includes cooperation among employees, a sense of care, trust, relationships between colleagues (horizontal relationships), and relationships between superiors and subordinates (vertical relationships).

Factors Affecting the Work Environment

According to Yulianti & Liana (2022), several factors influence the formation of a work environment, including: 1) Lighting – Proper lighting is essential for employee safety and work efficiency. Bright but non-glare lighting is necessary, as inadequate lighting can slow down work, increase errors, and reduce overall efficiency; 2) Air Temperature – Oxygen is crucial for living beings as it supports metabolism. Air is considered polluted when its oxygen content decreases and is mixed with harmful gases or odors. A cool and fresh work environment helps employees recover from fatigue more quickly; 3) Noise Levels – Noise pollution is a significant issue as unwanted sounds can disrupt concentration. Studies show that extreme noise can even be fatal. Since many tasks require focus, minimizing noise is essential to ensure efficient work execution.

and improved productivity. 4) Workplace Safety – Maintaining a secure work environment is crucial. One way to enhance security is by employing security personnel (SATPAM). 5) Employee Relationships – A positive work environment is fostered through harmonious relationships between employees, superiors, and subordinates, supported by adequate facilities and infrastructure. A conducive work environment enhances employee performance.

Work Environment Indicators

According to Surito et al. (2020), the work environment encompasses both physical and psychological aspects that directly or indirectly affect employees. The key indicators of a work environment include: 1) **Facilities and Infrastructure** – This refers to the physical facilities and equipment provided by an organization to support operational activities and employee well-being. It includes office buildings, workspaces, desks, chairs, computers, printers, scanners, and presentation tools. Adequate facilities and infrastructure create a comfortable and efficient work environment, boosting employee productivity, 2) **Air Circulation** – A good air circulation system is essential to maintain indoor air quality, reduce humidity, and eliminate unpleasant odors. Proper ventilation also helps regulate temperature and workplace comfort, reducing disease transmission risks and increasing productivity. 3) **Workplace Lighting** – The level of light in a workspace is crucial for employees' visual health and comfort. Proper lighting reduces eye strain, enhances alertness, and improves accuracy in task execution. A balanced combination of natural and artificial light should be adjusted to work requirements; 4) **Employee Interaction** – Social relationships and communication among employees in the workplace are vital. Positive interactions foster collaboration, teamwork, and mutual support in achieving tasks and goals. A friendly work environment where employees feel valued and supported enhances overall job satisfaction. 5) **Work Atmosphere** – A positive work atmosphere promotes employee engagement, motivation, and job satisfaction. A supportive and encouraging environment allows employees to reach their full potential, leading to overall productivity improvements.

Employee Performance

Performance originates from the term "job performance" or "actual performance", which refers to the actual work achievements of an individual. Performance (work achievement) is defined as the quality and quantity of work produced by an employee in fulfilling their responsibilities (Kamidin et al., 2020). Performance can also be assessed through an employee's work enthusiasm (Sugiarti, 2020). According to Farikhul Muafiq et al. (2022), performance is the outcome achieved by an individual in their job based on expertise, experience, dedication, and time commitment. Thus, performance can be concluded as an indicator of success or failure in accomplishing tasks within an organization. Employee performance plays a critical role in the growth and development of a company or institution, depending on the effectiveness and efficiency of their work. Performance can be assessed and measured when the quality and quantity of an individual or group of employees meet the success criteria or standards set by their organization. Without clear objectives and measurement targets, individual or group performance cannot be effectively evaluated, as there would be no benchmark for achievement.

Factors Influencing Employee Performance

According to Soeltan et al. (2021), the factors influencing employee performance include: 1) Ability Factor – Psychologically, an employee's ability consists of potential ability (IQ) and practical ability (skills). This refers to the expertise and competencies possessed by an employee. The higher an employee's ability and skills, the easier it is for them to complete tasks according to their expertise; 2) Motivation Factor – Motivation is shaped by an employee's attitude toward

work situations. It is a driving force that directs employees toward achieving organizational (work) goals.

Indicators Determining Employee Performance

According to Yani & Andani (2024), several indicators of employee performance include: 1) Quality – The degree to which work results approach perfection, meaning they align with ideal performance methods and meet expected objectives; 2) Quantity – The number of outputs produced, measured in terms of the total units or completed activity cycles; 3) Timeliness – The extent to which tasks are completed within the desired timeframe, ensuring coordination with output results and optimizing available time for other activities. 4) Effectiveness – The level of optimization in utilizing human and organizational resources to maximize benefits or minimize losses in resource usage. 5) Organizational Commitment – The degree to which employees demonstrate commitment to their organization and take responsibility for their work within the organization.

METHOD

A research design is a structured plan within a research method that enables researchers to conduct studies effectively and efficiently. The research method used in this study adopts a quantitative approach. As explained by Sujarweni (2018, p. 15), quantitative research is conducted using statistical procedures to obtain data. This method focuses on studying objects within real-life contexts, referred to as variables. The data collection technique used in this study is primary data collection. According to Luthfiah et al. (2021), primary data is collected and then compiled into a theory through research questionnaires distributed to and completed by respondents. In this study, the researcher employs the following variables: Dependent Variable: Employee Performance (Y) and Independent Variable: Work Environment (X).

This research follows several stages, including the planning stage, implementation stage, and writing stage. The variables used in this study are as follows:

Table 1 Operational Variables

NO	VARIABLE	INDICATORS
1	Work Environment	1. Lighting 2. Air Temperatures 3. Noise Levels 4. Use of Colors 5. Required Workspace
2	Employee Performance	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Organizational Commitment

Source: Processed data, 2025

The research object and respondents for this study are employees of PT CIMB Niaga. The research is conducted at Bank CIMB Niaga, located at Summarecon Mall Bekasi (Jl. Boulevard Ahmad Yani, Marga Mulya, Bekasi Utara, Kota Bekasi) and Pratama Building (Jl. Pemuda Jati, Kec. Pulo Gadung, East Jakarta, DKI Jakarta). The population used in this study consists of PT CIMB Niaga employees. A population refers to the entire group or objects targeted

in a study that share similar characteristics as determined by the researcher, from which conclusions will be drawn (Hardani et al., 2020). This study employs a non-probability sampling technique, meaning not all individuals in the population have an equal chance of being selected due to certain eligibility criteria. The sampling method used is purposive sampling, a random sampling technique with specific criteria set by the researcher as a key factor in sample selection (Hardani et al., 2020). The final sample consists of employees of PT CIMB Niaga. The researcher will collect data using multiple methods, including Questionnaires and Documentation. This study utilizes quantitative data types and sources, including primary data and secondary data. Several statistical tests are conducted to validate and ensure the reliability of the research instrument, including: 1) Validity Test – Determines whether the questionnaire accurately measures the intended variables and assesses the reliability of questionnaire statements in interpreting a variable (Hermawan & Yusran, 2017). 2) Reliability Test – Evaluates the consistency of respondents' answers based on predetermined indicators within a questionnaire (Hermawan & Yusran, 2017). 3) Normality Test – Assesses whether the regression model residuals follow a normal distribution. 4) Multicollinearity Test – Examines whether there is any correlation between independent variables in the regression model (Hermawan & Yusran, 2017). 5) Heteroscedasticity Test – Identifies the presence of heteroscedasticity or homoscedasticity in the regression model (Hermawan & Yusran, 2017). Multiple Linear Regression Analysis – Assists in data analysis from preparation to result interpretation (Hermawan & Yusran, 2017). Hypothesis Testing (T-Test) – Conducted using a partial test (t-test). According to Hardani et al. (2020), the t-test measures the influence of each independent variable on the dependent variable. The t-test results are analyzed through the coefficient table in the significance (sig.) column.

HASIL PENELITIAN DAN PEMBAHASAN

This study aims to determine the effect of the work environment on employee performance. The calculation results and testing can be seen in the following table:

1. Data Feasibility Test

1) Validity Test

Table 2 Validity Test of Work Environment (X)

Variable	Statement	r-count	r-table	Description
Work Environment (X)	LK1	0,895	0,2913	Valid
	LK2	0,855	0,2913	Valid
	LK3	0,895	0,2913	Valid
	LK4	0,664	0,2913	Valid
	LK5	0,855	0,2913	Valid

Source : Primary data, 2024

Table 3 Validity Test of Employee Performance (Y)

Variable	Statement	r-count	r-table	Description
Employee Performance (Y)	KP1	0,898	0,2913	Valid
	KP2	0,852	0,2913	Valid
	KP3	0,898	0,2913	Valid
	KP4	0,685	0,2913	Valid
	KP5	0,852	0,2913	Valid
	KP6	0,852	0,2913	Valid
	KP7	0,867	0,2913	Valid

Source : Primary data, 2024

Based on the data in Tables 2 and 3, it is known that each statement item has an $r\text{-count} > r\text{-table}$, which is 0.2913. Thus, it can be concluded that all statement items are valid and appropriate.

2) Reliability Test

Table 4 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.956	12

Source: Primary Data, SPSS 25

Based on the data in the Table 3, the Cronbach's Alpha value > 0.60 . Therefore, it can be concluded that each tested variable is reliable.

2. Classical Assumption Test

1) Normality Test

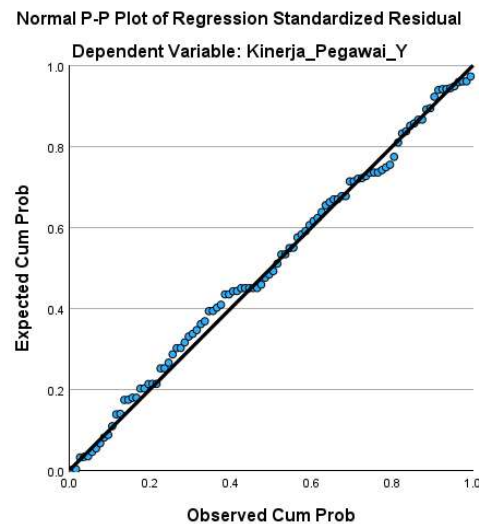


Figure 1 Normality Test Results

In the normal P-P plot graph above, the data is considered normally distributed if it follows the diagonal line. Therefore, the data is classified as normal.

2) Multicollinearity Test

Table 5 Multicollinearity Test Results

Model	Collinearity Statistics		Descriptions
	Tolerance	VIF	
Work Environment	.1.000	1.000	No Multicollinearity

Source: Processed Data, SPSS 25

The data presented in Table 4 indicates that the independent variables have $VIF < 10$. Specifically, the variables Education Level and Work Professionalism have a value of $1.000 < 10$. Thus, it can be concluded that there is no correlation among the variables in this study, confirming the absence of multicollinearity.

3) Heteroscedasticity Test

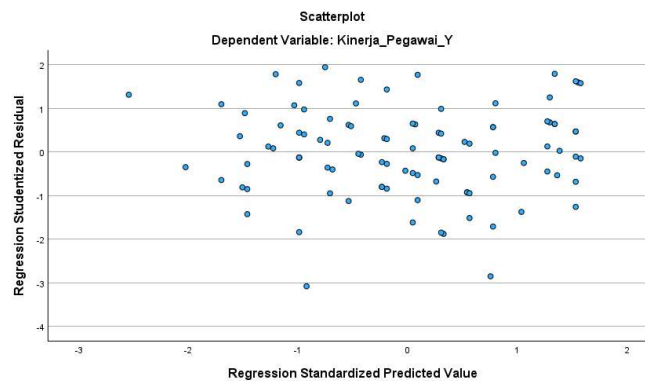


Figure 2 Heteroscedasticity Test Results

Source: Processed Data, SPSS 25

The figure above shows that the data in this study does not form a wave pattern and is scattered around or above and below 0. Therefore, it can be concluded that heteroscedasticity does not occur in the data.

3. Multiple Linear Regression Test

This study employs multiple linear regression analysis to determine whether the independent variables, namely Education Level and Work Professionalism, influence the dependent variable, which is Employee Performance. The results can be seen in the following table:

Table 6 Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients
(Constant)	15,518
Work Environment	0,40

Source: Processed Data, SPSS 25

Based on the data in Table 5, the results of the multiple linear regression test produce the following equation:

$$Y = 14,518 + 0,40X$$

1. The constant value is 14.518, indicating that if the Work Environment remains constant, the Employee Performance is 14.518
2. The regression coefficient for the Work Environment variable is 0.40, meaning that for every 1-unit increase in the Work Environment variable, Employee Performance increases by 0.40.

4. Hypothesis Testing

Partial Test (T-Test)

Table 7 T-Test Results

Variable	T count	T table	Sig.
Work Environment (X)	5,474	1,6955	0,000

Source: Processed Data, SPSS 25

Based on the data in Table 6, the results of the T-test show that the Education Level variable has a t-value of 5.474 with a significance value of 0.000. The obtained values indicate that $5.474 > 1.6955$ or $0.000 < 0.05$, meaning that H_a is accepted and H_o is rejected. Thus, it can be concluded that the Work Environment (X) variable has a significant influence on the Employee Performance (Y) variable at PT CIMB Niaga.

Discussion

The Influence of Work Environment on Employee Performance

Based on the test results, the t-value obtained is 5.474 with a significance value of 0.000. Since $t\text{-value} > t\text{-table}$ ($5.474 > 1.6955$) and $\text{significance} < 0.05$ ($0.000 < 0.05$), H_a is accepted and H_o is rejected. This indicates that the Work Environment variable has a significant partial effect on Employee Performance at PT CIMB Niaga.

These findings support previous research by Ramadhani et al. (2023), which stated that the Work Environment influences Employee Performance. Additionally, a study by Hartati et al. (2022) also confirmed that the Work Environment has a positive and significant impact on Employee Performance.

Thus, it can be concluded that PT CIMB Niaga provides a comfortable work environment. Employees tend to be more productive when workplace facilities—such as lighting, air conditioning, and work equipment—function properly. A physically and non-physically conducive work environment enhances focus, work motivation, and employees' ability to achieve work targets. Therefore, it can be stated that the work environment significantly influences employee performance at PT CIMB Niaga.

KESIMPULAN

Based on the results of this study, the following conclusions can be drawn. The Work Environment variable has a significant partial effect on Employee Performance at PT CIMB Niaga. The obtained data show that $t\text{-value}$ (5.474) $>$ $t\text{-table}$ (1.6955) or $\text{significance} < 0.05$ ($0.000 < 0.05$), thus H_a is accepted, and H_o is rejected.

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