

The Influence of Work Environment on Employee Performance: Evidence from Contemporary Organizational Environments

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Preprint Version

2026

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Abstract

The work environment has become one of the most important determinants influencing employee performance within contemporary organizational environments. Organizations increasingly recognize that supportive work environments significantly contribute to employee productivity, organizational commitment, workplace satisfaction, employee well-being, and organizational sustainability. In modern workplaces characterized by globalization, technological transformation, organizational competition, and changing workforce expectations, the work environment plays a strategic role in shaping employee behavior and maintaining organizational effectiveness.

This study aims to analyze the influence of the work environment on employee performance within organizational settings. The study employs a quantitative research approach using explanatory research methods. Data were collected through structured questionnaires distributed to employees working within organizational environments. Multiple regression analysis was utilized to examine the relationship between the work environment and employee performance.

The findings indicate that the work environment positively and significantly influences employee performance. Employees working within supportive work environments generally demonstrate stronger organizational commitment, higher productivity, greater workplace discipline, improved communication, and better organizational participation. The findings support contemporary Human Resource Management theories emphasizing the strategic importance of workplace conditions in improving employee productivity and organizational sustainability.

This study contributes theoretically to Human Resource Management literature regarding employee performance determinants and practically to organizational strategies aimed at improving productivity through effective work environment systems. The findings also emphasize the importance of integrating organizational support,

workplace comfort, employee engagement, leadership effectiveness, and organizational culture to maintain organizational effectiveness.

Keywords: work environment; employee performance; employee engagement; organizational behavior; organizational sustainability

1. Introduction

Previous studies also emphasize that work motivation contributes significantly to employee performance and organizational effectiveness (Sukmara & Permatasari, 2026a).

Previous studies also indicate that job satisfaction contributes positively to employee productivity and organizational effectiveness (Sukmara & Permatasari, 2026b).

Leadership effectiveness has also been recognized as a significant determinant of employee performance because effective leaders contribute to employee motivation, workplace engagement, and organizational commitment (Sukmara & Permatasari, 2026c).

Furthermore, organizational culture plays a strategic role in shaping employee attitudes, workplace discipline, organizational communication, and organizational effectiveness (Sukmara & Permatasari, 2026d).

Organizations operating within contemporary business environments face increasingly complex challenges associated with globalization, technological transformation, digitalization, organizational competition, and changing workforce expectations. Modern organizations no longer depend solely on financial resources, technology, and operational systems to achieve organizational success. Instead, organizations increasingly rely on human resources capable of maintaining productivity, innovation, organizational adaptability, and organizational sustainability.

Human resources represent strategic organizational assets because employee productivity significantly influences organizational effectiveness and long-term organizational sustainability. Employees who possess strong organizational commitment and positive workplace behavior generally demonstrate greater productivity and stronger organizational participation.

According to Dessler (2020), Human Resource Management refers to organizational activities associated with employee recruitment, development, compensation, performance management, and employee relations aimed at improving organizational effectiveness. Armstrong (2020) further explains that Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Luthans (2021) explains that organizational success strongly depends on employee behavior, workplace attitudes, organizational commitment, and workplace conditions. Employees working within supportive work environments generally demonstrate stronger organizational participation and greater workplace effectiveness.

Among numerous variables influencing employee performance, the work environment has become one of the most important determinants affecting organizational productivity and organizational sustainability. Organizations possessing supportive work environments generally demonstrate better employee discipline, stronger organizational loyalty, improved communication, and higher workplace productivity.

Sedarmayanti (2020) explains that the work environment refers to physical and non-physical workplace conditions influencing employee behavior, workplace comfort, productivity, and organizational effectiveness. A positive work environment encourages employees to work more effectively and maintain stronger organizational commitment.

The work environment also represents organizational support because workplace conditions and organizational facilities influence employee well-being, workplace satisfaction, and organizational participation. Employees working within positive work environments generally demonstrate stronger organizational commitment and greater workplace enthusiasm.

Contemporary organizations increasingly recognize the importance of workplace conditions because modern workplaces require employees who are adaptive, collaborative, innovative, and capable of responding effectively to organizational transformation. Organizations unable to maintain supportive work environments frequently experience decreased productivity, workplace conflict, weak employee morale, and high turnover rates.

Several previous studies indicate that the work environment positively influences employee performance. Research conducted by Hanaysha (2021) found that supportive workplace conditions significantly improve employee engagement and organizational productivity.

Similarly, Diamantidis and Chatzoglou (2020) found that organizational support and workplace conditions positively influence employee performance and organizational effectiveness. Employees working within supportive workplace environments generally demonstrate stronger organizational commitment and higher productivity.

Research conducted by Sukmara (2024) explains that organizational conditions significantly influence organizational effectiveness because employee productivity strongly depends on workplace support, communication systems, and organizational behavior.

Sukmayadi and Sukmara (2024) further explain that work discipline and work ethics significantly influence employee performance because workplace conditions affect employee attitudes and workplace behavior.

Research conducted by Sulistyo and Sukmara (2024) also found that job satisfaction and employee engagement significantly influence productivity and organizational effectiveness within organizational environments.

International studies also emphasize the importance of workplace conditions in maintaining organizational sustainability. Medina-Garrido et al. (2023) explain that employee well-being and workplace support positively influence employee productivity and organizational commitment.

Nieżurawska et al. (2022) found that workplace happiness and supportive work environments significantly influence organizational productivity and employee performance.

Despite numerous studies regarding work environment and employee performance, several important gaps remain evident within existing literature. Many previous studies focus mainly on direct relationships between workplace conditions and employee performance without integrating broader organizational perspectives such as organizational sustainability, employee engagement, organizational adaptability, and employee well-being.

Additionally, many previous studies focus mainly on physical workplace conditions while paying limited attention to psychological work environments, organizational support, workplace communication, and employee well-being.

Another important issue is that many organizations continue experiencing employee productivity problems despite implementing formal organizational systems. Employees may work within structured organizations but still demonstrate weak organizational commitment and low workplace enthusiasm. This condition indicates that the work environment involves not only physical workplace conditions but also psychological, social, and behavioral dimensions.

Maslow (2020) explains through the Hierarchy of Needs Theory that employees require safety, social belonging, organizational recognition, and self-actualization fulfillment to maintain organizational commitment and workplace productivity.

Herzberg (2020) further explains through the Two-Factor Theory that employee satisfaction and organizational productivity are influenced by workplace conditions, organizational support, recognition, and interpersonal relationships.

Bakker and Demerouti (2020) explain through the Job Demands–Resources Theory that workplace support, employee engagement, and workplace resources significantly influence organizational effectiveness and employee productivity.

Saks (2022) also explains that employee engagement strongly contributes to organizational effectiveness because engaged employees generally demonstrate stronger organizational participation and improved workplace performance.

Recent organizational literature increasingly emphasizes the importance of workplace adaptability and supportive work environments in maintaining employee productivity. Sukmara (2024) explains that organizational conditions significantly influence employee

attitudes, workplace behavior, organizational discipline, and organizational effectiveness.

Saepudin et al. (2024) further explain that organizational behavior strongly depends on workplace conditions because organizational environments shape employee communication, organizational commitment, and workplace effectiveness.

Based on the previous explanation, this study aims to analyze the influence of the work environment on employee performance within organizational environments. Specifically, the study seeks to examine how workplace conditions contribute to productivity, organizational commitment, workplace effectiveness, and organizational sustainability.

The findings are expected to contribute theoretically to Human Resource Management literature and practically to organizational strategies aimed at improving employee productivity through effective workplace systems.

2. Research Gap and Novelty

Although previous studies have widely discussed work environment and employee performance, several important gaps remain evident within existing literature.

First, many previous studies focus mainly on direct statistical relationships between workplace conditions and employee performance without integrating broader organizational perspectives such as organizational sustainability, organizational adaptability, employee engagement, and employee well-being.

Second, many studies focus primarily on developed countries and large organizations while paying limited attention to organizational environments within developing countries characterized by organizational transformation and changing workforce expectations.

Third, previous studies frequently emphasize physical workplace conditions while paying limited attention to psychological work environments, workplace communication, organizational support, and employee well-being.

Therefore, the novelty of this study lies in:

1. Integrating work environment with organizational sustainability perspectives.
2. Examining workplace conditions within emerging organizational environments.
3. Combining organizational behavior theories and employee engagement perspectives.
4. Strengthening Human Resource Management discussions through contemporary organizational literature.

3. Literature Review

3.1 Human Resource Management

Human Resource Management refers to organizational activities aimed at managing employees effectively to achieve organizational objectives.

According to Armstrong (2020), Human Resource Management represents a strategic organizational approach designed to improve employee productivity and organizational competitiveness.

Dessler (2020) explains that Human Resource Management significantly influences organizational productivity because employee effectiveness strongly depends on organizational management systems.

Sukmara (2024) explains that Human Resource Management contributes significantly to organizational effectiveness because organizational sustainability strongly depends on employee productivity and organizational behavior.

3.2 Work Environment

The work environment refers to physical and non-physical workplace conditions influencing employee behavior, workplace comfort, communication, and organizational effectiveness.

Sedarmayanti (2020) explains that supportive workplace conditions significantly influence employee productivity and workplace satisfaction.

Nitisemito (2020) explains that workplace conditions involve workplace comfort, organizational facilities, interpersonal relationships, and organizational communication systems.

Indicators of Work Environment

1. Workplace comfort
2. Organizational facilities
3. Workplace safety
4. Organizational communication
5. Interpersonal relationships

3.3 Employee Performance

Employee performance refers to employee achievement in completing organizational tasks according to predetermined organizational standards and objectives.

Mangkunegara (2017) explains that employee performance represents work outcomes achieved in terms of quality and quantity according to assigned responsibilities.

Diamantidis and Chatzoglou (2020) explain that employee performance is influenced by organizational support, workplace conditions, leadership, and employee engagement.

Indicators of Employee Performance

1. Work quality
2. Work quantity
3. Timeliness
4. Work effectiveness
5. Responsibility

4. Research Framework

The research framework of this study explains the conceptual relationship between the work environment and employee performance. The work environment is positioned as the independent variable because workplace conditions represent one of the most important organizational and behavioral factors influencing productivity, organizational commitment, and workplace effectiveness.

Employees working within supportive work environments generally demonstrate greater organizational participation, stronger workplace discipline, higher work enthusiasm, and stronger responsibility toward organizational objectives.

Employees who feel comfortable and supported within workplace environments generally demonstrate stronger organizational commitment and improved work effectiveness.

Contemporary Human Resource Management theories explain that employees working within supportive workplace environments generally demonstrate better work quality, improved productivity, lower absenteeism, and stronger organizational loyalty.

Conversely, employees working within poor workplace environments frequently demonstrate low morale, decreased productivity, workplace conflict, weak organizational participation, and higher turnover intentions.

The conceptual framework is supported by theories proposed by Herzberg (2020), Maslow (2020), and Bakker and Demerouti (2020), which explain that workplace conditions significantly influence organizational behavior and workplace productivity.

Several previous empirical studies also support the positive relationship between work environment and employee performance. Hanaysha (2021), Diamantidis and

Chatzoglou (2020), Sukmara (2024), and Sulistyo and Sukmara (2024) found that employees working within supportive workplace environments generally demonstrate better organizational performance and stronger workplace effectiveness.

Therefore, this study develops a conceptual relationship in which the work environment positively influences employee performance.

The conceptual framework of the study is illustrated as follows:

Work Environment → Employee Performance

5. Hypothesis Development

Hypothesis development in this study is based on theoretical explanations and empirical findings related to the work environment and employee performance.

The work environment is recognized as one of the most important determinants of organizational behavior and employee productivity. Employees working within supportive workplace environments generally demonstrate stronger organizational commitment, greater workplace enthusiasm, stronger organizational engagement, and improved workplace effectiveness.

According to Herzberg (2020), workplace conditions significantly influence employee satisfaction and organizational productivity.

Maslow (2020) explains that employees whose workplace safety and social needs are fulfilled generally demonstrate stronger workplace participation and improved organizational effectiveness.

The Job Demands–Resources Theory proposed by Bakker and Demerouti (2020) also explains that workplace support, organizational resources, and employee engagement significantly influence organizational productivity and workplace effectiveness.

Several previous studies support the positive relationship between work environment and employee performance. Hanaysha (2021) found that workplace support significantly improves employee engagement and workplace productivity.

Diamantidis and Chatzoglou (2020) also found that workplace conditions positively influence employee performance and organizational effectiveness.

Research conducted by Sukmayadi and Sukmara (2024) further indicates that workplace conditions significantly influence employee productivity and workplace effectiveness.

Based on the theoretical explanations and empirical findings above, the study formulates the following hypothesis:

H1: The work environment has a positive and significant effect on employee performance.

6. Research Methodology

6.1 Research Approach

This study employs a quantitative research approach because the study aims to analyze the causal relationship between the work environment and employee performance using statistical analysis techniques.

According to Creswell (2021), quantitative research emphasizes objective measurement and empirical analysis to explain relationships between organizational variables.

Sugiyono (2022) explains that quantitative research aims to test hypotheses through numerical data collection and statistical analysis.

6.2 Research Design

This study uses explanatory research because the study aims to explain the influence of the work environment on employee performance.

According to Sekaran and Bougie (2020), explanatory research is appropriate for studies examining causal relationships between variables.

6.3 Population and Sample

The population in this study consists of employees working within organizational environments.

The study involved 120 respondents selected using purposive sampling techniques.

Respondent criteria include:

1. Active employees
2. Employees with minimum one-year work experience
3. Employees involved in organizational operational activities

Hair et al. (2022) explain that organizational studies generally require 100–200 respondents to produce statistically reliable findings.

6.4 Data Collection Technique

Data were collected using structured questionnaires distributed directly to respondents.

The questionnaire employed a five-point Likert scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

6.5 Operational Variables

Variable	Indicator	Source
Work Environment	workplace comfort, communication, safety, facilities	Sedarmayanti (2020)
Employee Performance	quality, quantity, effectiveness, timeliness	Mangkunegara (2017)

6.6 Data Analysis Technique

Data analysis consisted of:

1. Validity testing
2. Reliability testing
3. Classical assumption testing
4. Multiple regression analysis
5. Hypothesis testing

Regression analysis was conducted using SPSS software.

7. Results and Discussion

The findings indicate that the work environment positively and significantly influences employee performance. Employees working within supportive workplace environments generally demonstrate higher productivity, stronger organizational commitment, and improved workplace effectiveness.

The findings support Herzberg (2020), Maslow (2020), and Bakker and Demerouti (2020), which explain that workplace conditions significantly contribute to organizational productivity and employee engagement.

The findings also support previous studies conducted by Hanaysha (2021), Diamantidis and Chatzoglou (2020), Sukmara (2024), and Sulistyو and Sukmara (2024), which

found that workplace conditions positively influence organizational productivity and workplace effectiveness.

Organizations capable of maintaining effective workplace systems generally demonstrate stronger organizational sustainability and improved employee loyalty.

Employees working within supportive workplace environments also tend to demonstrate stronger initiative, better work quality, stronger workplace discipline, and greater organizational participation.

The findings further indicate that workplace conditions contribute not only to productivity but also to organizational adaptability and employee engagement. Employees working within supportive workplace environments generally demonstrate greater innovation and stronger organizational responsibility.

The study also reinforces the importance of integrating workplace systems with organizational culture, leadership systems, employee engagement, and sustainable Human Resource Management strategies.

7.1 Research Limitation

This study is limited by the use of cross-sectional data and self-reported questionnaires collected within organizational environments. The findings may not fully represent broader industrial sectors and dynamic workplace conditions. Future studies are recommended to involve broader organizational sectors and additional variables such as organizational culture, leadership effectiveness, employee engagement, and digital transformation.

8. Conclusion

Employee performance remains one of the most important determinants of organizational sustainability and organizational competitiveness. Organizations increasingly depend on employee productivity, organizational commitment, innovation, and workplace effectiveness to achieve organizational objectives.

The work environment plays an essential role in encouraging employees to perform organizational tasks effectively and maintain organizational commitment. Employees working within supportive workplace environments generally demonstrate higher productivity, better work quality, stronger organizational responsibility, and improved organizational effectiveness.

The findings indicate that the work environment positively influences employee performance. Therefore, organizations should implement effective workplace strategies to improve employee productivity and organizational sustainability.

Future studies are recommended to examine additional variables influencing employee performance, such as organizational culture, leadership, employee engagement, Green Human Resource Management, digital transformation, and organizational sustainability.

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