



## The Effect Of Work Behavior And Work Environment On Employee Performance

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### *Abstract*

*Employees in an organization were integral to the organization's success. High-performing employees were able to advance the organization to the highest level. The performance standards for competent individuals were quality, quantity, efficiency, and effectiveness, in addition to the ability to collaborate with coworkers. The purpose of this investigation was to determine measuring the employee performance of public appraisal employee. This research employs a quantitative verification technique. This survey included all Kantor Jasa Penilai Publik (KJPP) Sugianto Prasadjo personnel from all branches including the main office. This research sample consists of 100 KJP Sugianto Prasadjo employees. Purposive sampling was used for the sample process. Sugianto Prasadjo administered a statement questionnaire to 100 Kantor Jasa Penilai Publik (KJPP) employees as the tool. The research data were analyzed using version 3.0 of Smart PLS. Work conduct had a significant effect on employee performance ( $p < 0.05$ ), the work environment had a significant effect on employee performance ( $p < 0.05$ ), and the work environment mediated the effect of work behavior on employee performance ( $p < 0.05$ ). Consequently, employee performance was influenced by behavior and the working environment. It was anticipated that future study will be able to establish a performance improvement model to foster innovative employee work behaviors for the benefit of the organization.*

**Keywords:** *Work Behavior, Work Environment, Employee Performance, Public Assessment, KJPP*

### **Abstrak**

Karyawan dalam suatu organisasi merupakan bagian integral dari keberhasilan organisasi. Karyawan yang berkinerja tinggi mampu memajukan organisasi ke level tertinggi. Standar kinerja individu yang kompeten adalah kualitas, kuantitas, efisiensi, dan efektivitas, selain kemampuan berkolaborasi dengan rekan kerja. Tujuan dari penelitian ini adalah untuk mengetahui dampak perilaku karyawan dan lingkungan kerja terhadap kinerja karyawan. Penelitian ini menggunakan teknik verifikasi kuantitatif. Survei ini melibatkan seluruh personel KJP Sugianto Prasadjo dari seluruh cabang termasuk kantor pusat. Sampel penelitian ini berjumlah 100 orang pegawai KJP Sugianto Prasadjo. Purposive sampling digunakan untuk proses pengambilan sampel. Sugianto Prasadjo memberikan kuesioner pernyataan kepada 100 pegawai KJP sebagai alat bantu. Data penelitian dianalisis menggunakan Smart PLS versi 3.0. Perilaku kerja berpengaruh signifikan terhadap kinerja karyawan ( $p < 0,05$ ), lingkungan kerja berpengaruh signifikan terhadap kinerja karyawan ( $p < 0,05$ ), dan lingkungan kerja memediasi pengaruh perilaku kerja terhadap kinerja karyawan ( $p < 0,05$ ). Akibatnya, kinerja karyawan dipengaruhi oleh perilaku dan lingkungan kerja. Diharapkan studi masa depan akan mampu membangun model peningkatan kinerja untuk mendorong perilaku kerja karyawan yang inovatif untuk kepentingan organisasi

**Kata Kunci:** Perilaku kerja, Lingkungan kerja, Kinerja karyawan, Penilaian Publik, KJPP

## INTRODUCTION

One of the things that has always been the goal of an organization or institution is the performance of excellent employees. Performance in the workplace is defined as the total number of individual efforts made during a specific time period and then compared to specified criteria established by the business (N. M. D. D. Pratiwi & Bagia, 2021). Both for government and corporate agencies. Employees must take their work seriously and be willing to go above and beyond to meet company objectives by implementing a variety of tactics that make use of all the available resources, motivation, and ability to perform tasks or occupations (Nurwahidah et al., 2018). According Nurjaya et al. (2021) Quality, quantity, efficiency and effectiveness, and being able to be reached with colleagues are examples of employee performance benchmarks. Good employee performance is influenced by several factors, including the formation of a favorable work environment. The work environment is the total tools and materials encountered, the environment in which a person is positioned, work methods, and work arrangements both as individuals and groups (Fathoni et al., 2021). Working conditions have a substantial effect on productivity. All of these aspects and tasks are included in the work environment: freedom of expression in the workplace, access to places of worship and adequate ventilation and security; an acceptable physical environment; and proper working hours and duties. Variations in indoor environmental conditions Employee morale and productivity can be greatly affected by little changes in environmental factors like temperature, lighting, and air quality (Budianto & Katini, 2015).

The findings of researchers at Kantor Jasa Penilai Publik (KJPP) Sugianto Prasodjo show that there is still a lack of employee awareness about the importance of employee

behavior at work, a lack in communication between workers, employees at work not paying attention to the quantity of work or achieving goals to improve performance, and leaders are still failing to socialize in assigning tasks and responsibilities. Deteriorating employee performance is a result of employees' own unwillingness to work cooperatively; this results in ineffective work implementation and lengthy delays in the workplace. Other contributing factors include the employees' own lack of self-control, lack of integrity, and a lack of professionalism at work. After a leadership inspection, the work is done immediately (Sidik et al., 2018).

The way you conduct yourself at work is critical to your success. People's activities and attitudes while at work are referred to as "work behavior" (Barasa et al., 2021). Workplace culture has a significant impact on how employees communicate, perform tasks, and handle stress at Kantor Jasa Penilai Publik (KJPP). Employee morale can be greatly boosted by creating a nice work environment (Bakri & Yadi, 2020). In order to boost employee performance, a company must create an adequate work environment that is in compliance with its employees' working conditions (Sinambela & Lestari, 2021).

Previous research conducted by Sidik et al. (2018) states that the work environment and work behavior have a reciprocal influence, meaning that the work environment affects work behavior and work behavior affects the work environment at the Regional Secretariat office of North Konawe Regency. However, work behavior cannot affect the performance of employees at the Regional Secretariat of North Konawe Regency. Furthermore, research from (Bakri & Yadi, 2020) with the title, "The Influence of Work Behavior, Work Environment and Social Interaction on Employee Job Satisfaction at UPT Ministry of Forestry Aceh Province". The study resulted

in a positive and strong relationship between the independent variables of work behavior, work environment and social interaction with job satisfaction of the employees of the UPT Office of the Ministry of Forestry of Aceh Province. From the two previous studies described above, there is a research gap, namely work behavior has no effect on employee performance. So that the novelty of the research that the researcher will do now wants to prove that the behavior and work environment variables have a positive effect on employee performance. The hypotheses of this research are; 1). There is an influence of work behavior on employee performance. 2). There is an influence of the work environment on employee performance.

## **LITERATURE REVIEW**

### *Employee of Performance*

Performance is a job that a person does in accordance with their respective authorities and responsibilities in a company in order to achieve organizational goals (Jufrizen & Hadi, 2021). Meanwhile (Arda, 2017) explains that performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets/targets or criteria that have been determined in advance and mutually agreed upon. An employee's performance might be measured by the quality of their work or by the way they act in accordance with the responsibilities assigned to them. The quality and quantity of a person's results in relation to the obligations entrusted to him are also considered while discussing their performance. A person's performance is also affected by education, initiative, previous job experience and employee motivation. As a result of the results of one's work, a person will receive feedback on his or her performance and be held accountable for delivering high-quality work. Education has an impact on a person's performance because

it gives him the ability to take initiative and innovate, which in turn has an impact on his performance (Yantika et al., 2018).

Performance can be understood in numerous ways, such as: 1) A person's accomplishment is dependent on the work assigned to him. 2) The work of a person, a management process, or an organization as a whole, where the concrete and quantitative consequences of the job can be demonstrated (compared to those determined by company standards). 3) Actions, work implementation, work efficiency, and job performance. 4) The accomplishment of finishing a task or undertaking during a given time frame (Kurniawan, 2019).

Performance is defined as the sum of an employee's actions and inactions. A worker's performance is based on the quality and quantity of work he or she does while completing his or her obligations in line with his or her responsibilities. However, without management's sincere efforts, it is not easy to boost employee performance (Kristiana et al., 2020).

### *Work Behavior*

Having a good work ethic is essential to a successful career. People's activities and attitudes while at work are referred to as work behavior (Barasa et al., 2021). What a person does is known as their behavior. When a person interacts with others, such as in the workplace, it reveals their personality. Managers need to know why employees exhibit different behaviors in order to understand how people interact in the workplace. Experts' views on individual behavior remain a source of disagreement. A person's actions can be explained in two ways: either through genetics or by their immediate surroundings; the former is favored by proponents of the latter theory (Aslam et al., 2013).

How people in the workplace can achieve their full potential through their attitudes at work. When it comes to determining what persons with this type will do in the job, Robbins's opinion stresses the workers' attitude (Robbins & Judge, 2013). This type of employee conduct can have a direct or indirect impact on the efficiency of an organization's work. Individuals differ greatly from one another in many ways. There are people who are good at what they do, people who are good at what they do but have trouble organizing themselves, and maybe even people who like to make up reasons to avoid going to work. Because no two people are the same, human resource managers need to get to know their employees on a personal level (Sidik et al., 2018).

#### *Environment Work*

The work environment is a measuring tool that will affect employee performance if the work environment in an agency is good. A pleasant work environment for employees through improving harmonious relationships with superiors, co-workers, and subordinates, as well as support by adequate facilities and infrastructure in the workplace will have a positive impact on employees so that employee performance can increase (Bakri & Yadi, 2020). Employee performance can be boosted by better working conditions. Work environments, security, comfort, noise, and facilities are all included in the list of conditions. Organizational wealth is derived through the participation of its employees, who are essential to achieving the desired outcomes. Employees' active participation in the work environment demonstrates a close interaction between employees and their bosses, as well as between employees and the work they are doing (Sidik et al., 2018).

Employees' ability to perform their jobs effectively is heavily influenced by their

working environment. Understanding the work environment here includes everything that surrounds the workers and can influence their ability to perform their given duties, such as cleaning, music, lighting, and other factors (Rahman, 2021). Creating a positive work atmosphere is a surefire way to boost employee productivity. An unsatisfactory workplace, on the other hand, has a negative impact on productivity and employee motivation (Nugraha, 2020).

### **Research Method**

#### *Type of Research*

The descriptive verification method is the principal research approach in this quantitative investigation. Employee performance at KJP Sugianto Prasodjo will be analyzed to see if the notion that work culture and self-efficacy influence employee performance can be accepted or denied.

#### *Location and Time of Research*

Investigations into Kantor Jasa Penilai Publik (KJPP) Sugianto Prasodjo are scheduled to begin in October 2021 and conclude in March 2022. The researcher chose the public appraiser service office of Sugianto Prasodjo because it had been a place for research internships and also recommendations from college friends who worked there.

#### *Population and sample*

Participants in this study were all employees of Kantor Jasa Penilai Publik (KJPP) Sugianto Prasodjo, a company with a workforce of up to 174 people. In this study, purposive sampling method was used for sampling. The sample size for this study was 100 employees. The first independent variable in this study is work behavior (X1) which consists of four indicators according to Bryson (2017), namely the ability to relate socially (Cooperative social skills), work quality (Work quality), work habits (Work

habits), and self-control (Personal presentation). The second independent variable in this study is (X2) the work environment which consists of four indicators; Leadership attention and support, namely the extent to which employees feel that the leader often gives appreciation and attention and appreciates them; Cooperation between groups, namely the extent to which employees feel there is good cooperation among existing groups; and Smooth communication, namely the extent to which employees feel there is good, open, and smooth communication between co-workers and leaders. As well as relationships with superiors (Sedarmayanti, 2017). Employee performance is the dependent variable (Y) which includes work quantity, work quality, punctuality, effectiveness and independence (Robbins & Judge, 2013).

#### *Data collection techniques*

A questionnaire was used to gather data for this investigation (questionnaire). In order to gather data and information for research, researchers ask respondents to fill out a questionnaire. A Likert scale was used to collect data for this investigation. Asked to score their level of agreement on a scale of one to five, the Likert Scale is a type of survey in order to allow responders to answer questions on a variety of scales, the Likert scale was developed. An interval of 1 to 5 was used in this study's Likert scale.

Google Form links or WhatsApp Group media can be used to send questionnaires

directly to respondents. Up to 100 people were chosen at random by the researchers based on specific criteria. Both the respondent's name and a list of questions pertaining to each of the variables being examined make up the questionnaire. There is a breakdown of the participants in the table 1. The detailed question is listed in the appendix 1 in the end of the paper.

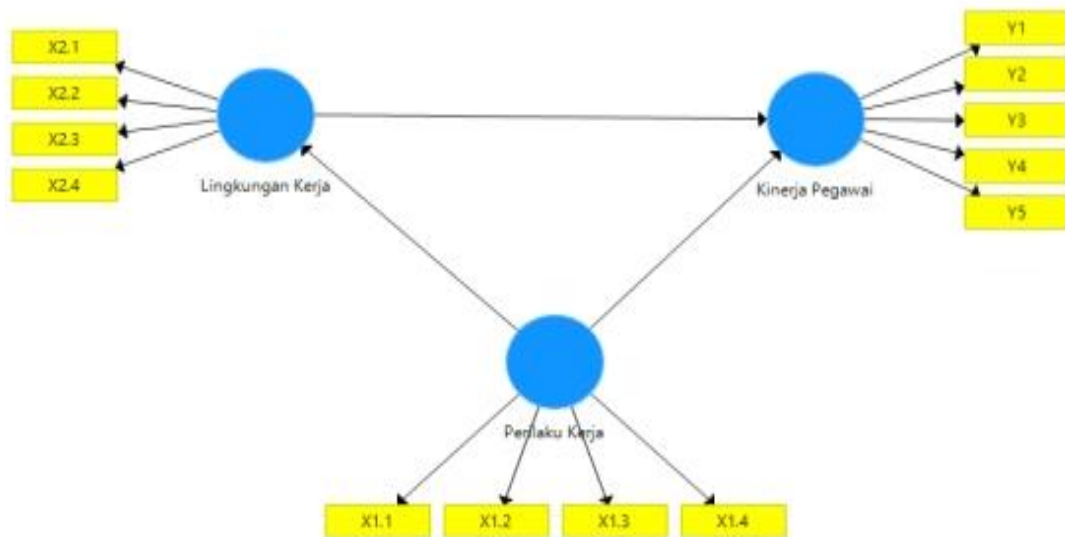
#### *Data analysis*

The data analysis method used in this research is descriptive statistical analysis and inferential statistics, namely PATH analysis using SMART PLS 3.0 software. Research analysis is not only carried out on the magnitude of the direct effect (direct effect) X1 on Y or X2 on Y, but also the effect of X1 mediated by X2 on Y (indirect effect). The analytical model framework is shown in Figure 1. The test instrument is carried out by determining the validity and reliability indicators that measure each latent variable. The minimum requirement to be considered valid if  $r = 0.300$ . So if the correlation between items with a total score of less than 0.300 then the items in the instrument are declared invalid (Sugiyono, 2013). Meanwhile, reliability testing was carried out using the split half technique. An instrument variable is said to be reliable if it has a positive reliability coefficient value greater than 0.700 or 70% and the higher the reliability, the more consistent the instrument (Wibisono, 2022).

**Tabel 1.** Respondent Characteristics

| Description             | Frequencies | Percentage  |
|-------------------------|-------------|-------------|
| <b>Gender</b>           |             |             |
| Male                    | 80          | 80%         |
| Female                  | 20          | 20%         |
| <b>Total</b>            | <b>100</b>  | <b>100%</b> |
| <b>Age</b>              |             |             |
| 23 – 30                 | 20          | 20%         |
| 31 – 40                 | 50          | 50%         |
| 41 – 55                 | 30          | 30%         |
| <b>Total</b>            | <b>100</b>  | <b>100%</b> |
| <b>Years of Service</b> |             |             |
| < 5 Years               | 10          | 10%         |
| 5 – 10 Years            | 70          | 70%         |
| 10 – 15 Years           | 20          | 20%         |
| <b>Total</b>            | <b>100</b>  | <b>100%</b> |

Sources: Primary Data, 2022



**Figure 1.** Theoretical Research Framework Model

## Results and Discussion

### Results

The validity and reliability of indicators used to evaluate each latent variable are assessed during instrument testing.  $R = 0.300$  is the minimum threshold for validity. In other words, if the correlation between the instrument's items is less than or equal to 0.300, the instrument's items are deemed invalid

(Sugiyono, 2013). Reliability was also tested utilizing the split-half technique over this time period. An instrument variable is considered dependable if it has a reliable coefficient larger than 0.700 or 70%, and the higher the level of reliability, the more consistent the instrument is ((Wibisono, 2022). The validity and reliability of the instrument are shown in Table 2.

**Table 2.** Hypotheses testing

| Item | Work Behavior |             | Work Environment |             | Employee Performance |             |
|------|---------------|-------------|------------------|-------------|----------------------|-------------|
|      | Validity      | Reliability | Validity         | Reliability | Validity             | Reliability |
| 1    | 0.650         | 0.777       | 0.660            | 0.746       | 0.672                | 0.793       |
| 2    | 0.817         |             | 0.742            |             | 0.744                |             |
| 3    | 0.536         |             | 0.686            |             | 0.600                |             |
| 4    | 0.741         |             | 0.686            |             | 0.826                |             |
| 5    | 0.459         |             | 0.551            |             | 0.853                |             |
| 6    | 0.578         |             | 0.536            |             | 0.810                |             |
| 7    | 0.527         |             | 0.586            |             | 0.787                |             |
| 8    | 0.442         |             | 0.613            |             | 0.751                |             |
| 9    | 0.479         |             | 0.596            |             | 0.708                |             |
| 10   | 0.671         |             | 0.553            |             | 0.695                |             |
| 11   | 0.376         |             | 0.420            |             | 0.746                |             |
| 12   | 0.224         |             | 0.369            |             | 0.579                |             |
| 13   | 0.243         |             | 0.343            |             | 0.585                |             |
| 14   | 0.336         |             | 0.415            |             | 0.554                |             |

Sources: Primary Data, 2022

**Table 3.** Hypotheses testing of direct and indirect effects

| Hypotheses  | Types of Effect | Mean  | SD    | T-Statistics | P Value |
|---|-----------------|-------|-------|--------------|---------|
| Working Behavior → Employee Performance                       | Direct          | 0.538 | 0.098 | 3.566        | 0.000   |
| Working Environment → Employee Performance                    | Direct          | 0.462 | 0.068 | 5.131        | 0.000   |
| Working Behavior → Working Environment → Employee Performance | Indirect        | 0.216 | 0.060 | 3.475        | 0.001   |

*Discussion*

Based on the test results of the validity and reliability of the instrument in table 1. shows that the validity of work behavior and work environment on employee performance is greater than the critical value ( $r = 0.195$ ). Likewise, the reliability value is calculated based on the Cronbach Alpha value which is in the high category. So it can be concluded that the instrument used meets the established validity and reliability values. After analyzing the validity and reliability of the instrument, the next step is to conduct a path analysis using the framework model depicted in Figure 1. Based on the substantive theory, this graph illustrates the relationship between

each variable. The path coefficient value is used to calculate path testing assisted by Smart PLS version 3.0 software. The strength of the relationship between the constructs or variables depicted in Figure 2. is explained by the path coefficient.

Table 3. reveals a substantial ( $p < 0.05$ ) direct effect of X1 on Y. As a result, employee output is strongly influenced by the way they behave at work. The quality and quantity of the work completed by an employee in line with the duties allocated to him determines his performance at work (Gah & Syam, 2021). This is in conformity with prior study that found that employee

performance was positively influenced by workplace behavior (Manampiring et al., 2019). Personality and life experiences shape the foundations of human behavior at its most fundamental levels of complexity (Mafra, 2016). Human conduct encompasses all of a person's actions, both those that can be observed by others and those that cannot (Tuhagana & Romli, 2019).

If the workplace is less comfortable, employees will be less motivated to work and this will have a negative impact on the quality of their job, which in turn will have a negative impact on the organization's performance (Widarta, 2019). It is a hope of every employee to work in a conducive environment where they are able to do their jobs effectively. As long as the workplace is enjoyable for employees, they'll be more content with their jobs (Nugraha, 2020). If an organization or corporation wants to be successful, it must provide an environment that allows its personnel to function at their maximum level (Nurlaela & Trianasari, 2021). The workplace consists of the complete building and all of its supporting infrastructure, as well as the people that work there (Azhar & Rasto, 2018). The productivity of employees is influenced by the quality of their working environment (P. Pratiwi & Fatah, 2021).

Also shown in Table 3. is the indirect impact of workplace conduct on employee performance. This indirect effect has a statistically significant impact ( $p < 0.05$ ). Work behavior mediated by the workplace environment has a favorable and significant impact in this scenario. This suggests that Kanto Jasa Penilai Publik (KJPP) employees Sugianto Prasodjo's performance is influenced by their work behavior as mediated by their work environment. An earlier study by Sidik et al. (2018) indicated

that employee performance was not influenced by the work environment's influence on employee behavior. The working environment encompasses not only the interpersonal connections between coworkers and supervisors, but also the physical surroundings in which employees do their duties (Syafitri et al., 2021).

## **Conclusion and Suggestion**

### *Conclusion*

Based on the results of research and discussion, it can be concluded that the performance of Kantor Jasa Penilai Publik (KJPP) Sugianto Prasodjo was significantly influenced by work behavior and employee work environment. Improved employee performance can be developed by improving work behavior through the provision of awards or work rewards that were sustainable. This is in accordance with the dimensions of work behavior, namely the attention of superiors or leaders to employees. The need for employees to get rewards or leadership attention makes employee morale high so that performance increases

### *Suggestion*

As more study is done, it is believed that an innovative employee behavior model would be developed, which could lead to the progress of the organization or company. Consequently, it is vital to continue to improve the quality of the service provided. If it can add variables to find out what can affect employee performance and determine the criteria of the respondent in more detail, it can control the respondents who become the sample and conduct the same research, with a larger sample size, in order to obtain supporting conclusions from the same methodology. Theoretical frameworks and ideas are widely accepted.



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## Appendix 1. Research Instrument

### *Working Environment Variable*

- 1 The building used for work has taken my safety into account.
- 2 A work space that supports my work activities with good lighting.
- 3 Companies provide everything equipment that supports my work activities.
- 4 The company provides air conditioning in the work environment (AC, Fan, etc.) to support my work activities.
- 5 The work facilities provided in the work environment completely support my work activities.
- 6 Availability of clean and safe toilets and a place to rest can add to my comfort at work.
- 7 Availability of transportation facilities that support me to arrive on time.
- 8 It is easy to find transportation around my workplace.
- 9 Established good communication between my coworkers and me to increase sociability and good cooperation.
- 10 The process of creating a harmonious and familial relationship between colleagues and me at the same level.
- 11 There is a good relationship with mutual respect between superiors and me in the work environment.
- 12 Good communication has been established between superiors and me to motivate them to work hard.
- 13 Good cooperation is established so that work can be completed quickly.
- 14 Providing mutual assistance to coworkers who have difficulty in finish the job.

### *Working Behavior Variable*

- 1 I am not forced to complete work on time
- 2 My daily workload is the same as work procedures in the office.
- 3 I like to help coworkers in the office who need help.
- 4 I am always meticulous in doing my work at work.
- 5 I am always efficient in doing my job.
- 6 I am always careful and alert at work.
- 7 I work diligently without being praised by the boss.
- 8 I work with a sense of responsibility
- 9 I do not panic and rush to get things done.

- 10 I always accept criticism from the leadership.
- 11 I always self-correct the mistakes I make at work.
- 12 I always pray before starting work.
- 13 I always arrive on time for work.
- 14 I always put work interests ahead of personal matters.7. The organization encourages employees to improve their careers

### *Employee Performance Variable*

- 1 I always complete assigned work according to quality guidelines.
- 2 The number of tasks assigned to me is always completed quickly.
- 3 I always complete the amount of work on time.
- 4 I always follow instructions before doing assignments/work.
- 5 I have the skills to complete the work assigned to me
- 6 I have an optimistic attitude at work
- 7 The quantity of my work follows the specified work standards
- 8 I have no problem carrying out the tasks assigned to me
- 9 I do not panic and rush to get things done.
- 10 I do not often make mistakes in completing tasks
- 11 My work is appreciated and rewarded for my work performance
- 12 I am committed and responsible for my work.
- 13 My leader has the commitment and exemplary leadership spirit
- 14 For me, appreciation for work performance is essential.