

The Effect of Non-Physical Work Environment and Work Stress on Employees' Performance at Bank BNI Jailolo Unit, West Halmahera

Glorian Stevani Hallo^{1*}, Caecilia Tri Wahyanti² 

^{1,2} Universitas Kristen Satya Wacana, Salatiga, Indonesia

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ABSTRAK

Kinerja adalah peningkatan hasil yang dicapai pegawai baik dari segi kualitas maupun kuantitas dengan jam kerja yang ada. Kinerja karyawan harus diperhatikan untuk menentukan keberadaan perusahaan untuk menjamin profitabilitas perusahaan. Faktor-faktor yang menyebabkan kinerja karyawan menurun adalah lingkungan kerja non fisik dan stres kerja yang masih kurang diperhatikan oleh perusahaan. Penelitian ini bertujuan untuk menguji pengaruh lingkungan kerja non fisik dan stres kerja terhadap kinerja pegawai secara parsial dan simultan pada Bank BNI Unit Jailolo Halmahera Barat. Penelitian ini dilakukan di Bank BNI Unit Jailolo yang berjumlah 40 orang termasuk pimpinan dan pegawai. Pengumpulan data dilakukan dengan menyebarkan kuesioner secara langsung kepada pegawai Bank BNI Unit Jailolo. Hasil penelitian menunjukkan bahwa lingkungan kerja non fisik berpengaruh terhadap kinerja pegawai tetapi stres kerja tidak berpengaruh terhadap kinerja pegawai. Namun secara simultan lingkungan kerja non fisik dan stres mempengaruhi kinerja karyawan. Hal ini dikarenakan lingkungan kerja yang cukup baik dapat membantu karyawan mengatasi stres kerja dan dapat meningkatkan kinerja karyawan.

ABSTRACT

Performance is an increase of results achieved by employees in terms of quality or quantity with the existing working hours. Employees' performance must be considered to determine the company's existence to ensure the company's profitability. The factors that cause employees' performance to decline are the non-physical work environment and work stress which the company still does not pay attention to. This study aims to examine the effect of non-physical work environment and work stress on employees' performance partially and simultaneously at Bank BNI Jailolo Unit, West Halmahera. This research was conducted at Bank BNI Jailolo Unit which has 40 people including a leader and employees. Data were collected by distributing questionnaires directly to employees of Bank BNI Jailolo Unit. The results of the study show that a non-physical work environment affects the employee's performance but work stress does not affect the employee's performance. However, simultaneously non-physical work environment and stress affect employee performance. This is because the work environment is good enough to help employees cope with work stress and can improve the employees' performance.

1. INTRODUCTION

Human resources are the most important assets in the organization because human resources can plan, guide, and develop the organization (Özçelik & Ferman, 2006; Rafiola et al., 2020). Employees are active human actors in the organization so it can be said that humans are the most important resource for the organization or company so they must be maintained, cared for, and developed (Hasibuan, 2014; Wicaksono, 2019). Human resources for companies or agencies can provide good results with professional skills to achieve predetermined goals according to the company or agency in obtaining maximum profits (Pamungkas & Ngatno, 2017; Sunarsi & Kusjono, 2019). Human resources at the company or agency strongly support the planning, management, and productivity improvement processes of the company according to the company's goals (Wicaksono, 2019). The company or agency needs to be able to manage and maintain its human resources to improve employees' performance so that they can

*Corresponding author.

E-mail: Glorianhallo@gmail.com (Glorian Stevani Hallo)

have a positive influence on the company or agency (Martanti & Kistyanto, 2018). Performance is an increase in the results achieved by employees in terms of quality or quantity with the existing working hours. Employees' performance needs to be considered for the survival of the company to ensure the company's profitability (Pamungkas & Ngatno, 2017).

One of the factors causing the employee's performance to decline is the non-physical work environment. The non-physical work environment is everything related to work relationships, for example, the employee's relations with leaders or co-workers and with subordinates, and also the culture within the organization, the pattern of leadership in the company, and the pattern of cooperation (Kristanti, 2017; Norianggono, 2014). The non-physical environment is a working relationship which means a working relationship with the leader or between co-workers. An uncomfortable work environment will result in declined employee's performance. Previous study examined the effect of the physical and non-physical work environment on the employee's performance and found that non-physical work environment variables do not affect the employee's performance (Norianggono, 2014; Santoso, 2018). On the other hand, the non-physical work environment has a significant effect on employees' performance (Setyadi et al., 2015; Supriyanto & Ekowati, 2020). An uncomfortable work environment causes work stress. Work stress is physiological, psychological, and behavioural. Physiological occur in a person's metabolism. Psychological, someone who feels job dissatisfaction wants to change jobs (Santoso, 2018). Work stress requires a certain level as it will encourage the employee's desire to excel. If work stress cannot be controlled properly, then it can affect employee's performance because excessive stress will cause various symptoms of stress which can damage employee's performance and health (Tarmizi & Dewi, 2017). Work stress is someone who feels tension that creates a physical and psychological imbalance that affects the employee's emotions, thought processes, and conditions (Ahmad et al., 2019). Work stress occurs due to uncomfortable feelings so it can be said that the causes of stress are work, non-work, and personal factors (Maulidyah, 2017).

Work stress has a negative and significant relationship with employee's performance but the non-physical work environment has a positive and significant effect on employee performance (Wulandari et al., 2020). The work environment and work stress have a negative relationship with employee performance (Rijasawitri & Suana, 2020). The work environment and work stress have a positive relationship with employee performance (Pangarso & Ramadhianti, 2017; Putu et al., 2020). This study focuses on non-physical work environment variables because the non-physical work environment includes individual behavior such as work relationships and work atmosphere which can improve employee's performance. Previous study revealed that work stress has a negative effect on employee performance (Fahmi, 2017). Other studies found that there is a significant positive relationship between work stress and employee performance (Setyawati et al., 2018). Another study found that the non-physical work environment variable has a positive but not significant effect on employee performance, so does the work stress. The researcher got information regarding the interpersonal working environment during an interview in November 2020 with employees of Bank BNI Jailolo Unit (Utami et al., 2020). It is called interpersonal because the emerging environmental conditions are obstacles between employees where employees form small informal groups and work relationships and communication between colleagues and superiors as well as subordinates at Bank BNI Jailolo Unit are not good causing the work atmosphere less conducive and less effective. Increased work stress causes employees to be under pressure that triggers changes in individual behavior. Work stress can cause a person to be more emotional and it interferes with relationships between co-workers and can have an impact on the employee individually and collectively. In a company or organization, employees can work in teams with different ways of working and responsibilities so that disputes among employees often occur which causes pressure at work.

Work environment defined as social, psychological, and physical life in a company that is influential for employees to carry out duties and responsibilities (Setyadi et al., 2015). Employees can interact well in a good work environment resulting in good employees' performance. Work environment covers two parts, namely, physical work environment and non-physical work environment (Heruwanto et al., 2020). The physical work environment is the condition in the workplace and the facilities provided in the workplace to assist and complete the work. Meanwhile, the non-physical work environment is a relationship that exists between leaders and co-workers. The physical work environment defined as all physical components in the employee's workplace that have a direct or indirect influence on employees (Hendra, 2020). The non-physical work environment is a work environment covering the individual behavior of each employee such as communication and relationships between employees or groups that cannot be ignored in the company. Based on the definitions above, it can be said that the non-physical work environment is a work environment that cannot be captured by the senses but can be felt by workers through relationships with fellow workers or superiors. The non-physical work environment is a

work environment that is not seen by the five senses but can be felt by employees who work in that environment (Jannah, 2019). The non-physical work environment can be said as a psychic work environment (soft environment) which is related to the working relationship between co-workers and between subordinates and superiors. The relationship between superiors and subordinates often occurs when superiors assign tasks and responsibilities to subordinates. The relationship between superiors and subordinates needs to be maintained properly with mutual respect in order to create a comfortable work environment so that both parties can improve the employee's performance (Hadi, 2019).

Someone who experiences work stress becomes nervous and feels excessive worry so they are often angry, aggressive, not relaxed, and show an uncooperative attitude (Hasibuan, 2014). Work stress is a complicated case felt by a person and can have a negative and positive impact on the person depending on how his/her responds (Suryani & Maha Yoga, 2018). Work stress as a feeling of pressure experienced by employees in dealing with work (Mangkunegara, 2010). The causes of the work stress are a heavy workload, urgent work time, low quality of work supervision, unhealthy work climate, inadequate work authority related to responsibilities, work conflicts, differences in values between employees and leaders, and frustration at work. Santoso (2018) defines stress as a condition in which a person is unable to control the level of emotion, thought processes within a person's scope. Meanwhile, work stress is an individual experiencing tension that is not physically and psychologically balanced (Cahyaningrum, 2018). Work stress is a situation faced by a person, covering opportunities, demands and adaptive responses to situations that challenge or threaten one's health (Alfajri, 2018; Ravionita, 2015).

Employee performance as work performance from the results of carrying out tasks in accordance with the responsibilities given, while work performance is the result of work achieved in terms of quantity or quality (Mangkunegara, 2010). Employee's performance is the result of work (output) in terms of quality or quantity in carrying out the duties and responsibilities of each employee. One of the factors affecting the employee's performance is the physical and non-physical work environment (Martanti & Kistyanto, 2018). Employee performance also defined as a real behavior carried out by employees as work performance in accordance with the role in the company (Widiarian, 2017). This research aims to determine the influence of non-physical work environment on employee's performance, the influence of work stress on employee performance, and the influence of non-physical work environment and work stress on employee performance.

2. METHODS

This research is explanatory research with a quantitative approach to test the effect of variables on other variables using hypothesis testing (Sugiyono, 2014). The population in this study was Bank BNI Jailolo Unit with a total of 40 people including leaders and employees. The sample determination used a non-probability sampling with a saturated sampling technique (census) due to the small population. The saturated sampling technique is a sampling technique in which all members of the population are used as samples. The data were collected by distributing questionnaires to the respondents. This research used primary data obtained from the questionnaire. The questions in the questionnaire were arranged using a Likert Scale. The Likert scale used five answer choices for each indicator, namely, strongly disagree, disagree, neutral, agree and strongly agree. This quantitative research used multiple linear regression with a quantitative approach for data analysis.

3. RESULTS AND DISCUSSIONS

Results

The questionnaire was distributed to 40 respondents. This research used demographic information of respondents consisting of gender and age. Based on Table 3, it can be seen that the majority of bank employees are male (55%), while female employees are only 45%. In terms of age, the majority of bank employees are aged 26-35 years (38%) and 36-45 years (34%) and followed by employees aged ≤ 25 years (20%) and employees aged ≥ 46 years (8%). The results of the instrument validity test of the three variables of the non-physical work environment (X1), work stress (X2) and employee's performance (X3) of 40 respondents obtained R-table values of 0.3120 for 5%. The results of the validity test of the variables were considered valid because the R-count value is higher than the R-table value. Thus, it can be concluded that the questions asked to the respondents can measure the variables studied. The data obtained were feasible to be used for further testing, namely reliability testing.

Based on the results of the reliability test of the three variables, namely, the non-physical work environment, work stress and employee performance, Cronbach's Alpha value is higher than the r Alpha value of 0.6. Thus, all questions in the variables are reliable. The results of the SPSS output show that

Cronbach's alpha value is $0.751 > 0.60$. Therefore, it can be concluded that the questions given to the respondents with a total of 5 items for non-physical work environment variables (X_1) are reliable. The results of the SPSS output show that Cronbach's alpha value is $0.803 > 0.60$ so that the questions given to the respondents with a total of 6 items for the work stress variable (X_2) are reliable. The results of the SPSS output show that Cronbach's alpha value is $0.772 > 0.60$ so that the questions given to respondents with a total of 6 items for the employee's performance variable (Y) are reliable. The normality test was carried out to obtain the data distribution of the variables used. The results of the normality test using the Probability-Plot of Regression Standardized Residual statistical analysis can be seen in [Figure 1](#).

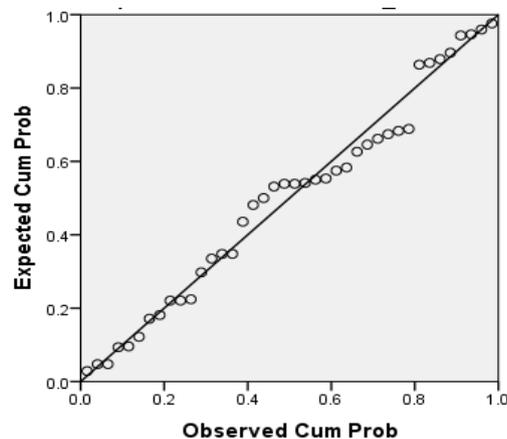


Figure 1. Results of Normality Test P-P Plot

The results of the normality test in this study can be seen from the distribution of the points on the Normal P-P Plot of Regression Standardized Residual graph in [Figure 1](#). Based on [Figure 1](#), the direction of the points follows the diagonal line. So, it can be concluded that the regression on the assumption of normality is fulfilled. The value of Variance Inflation Factor (VIF) for the independent variable is 1.009 for the non-physical work environment and 1.009 for work stress. The value of the non-physical work environment variable (X_1) has a collinearity tolerance value above 0.1 and a VIF below 10. The work stress variable (X_2) has a tolerance value of above 0.1 with a collinearity tolerance value of 0.992. Based on the results of the multicollinearity test, the two independent variables have no symptoms of multicollinearity in the regression model. Based on the scatterplot graph, it can be seen that the points are spread out in a regular pattern both above and below the number (0) on the Y-axis and do not cluster in one place. In the regression model, the symptom of heteroscedasticity cannot be formed because it is a deviation from the classical assumptions. Based on the graph of the distribution of the data, the symptom of heteroscedasticity is not formed. It can be concluded that there is no similarity in the variation of the residual value from one observation to another.

Hypothesis 1 states that the non-physical work environment affects employees' performance. Based on the partial test (t-test), the significance value is 0.533 ($p < 0.05$). It means that the dependent variable (non-physical work environment and work stress) affects the independent variable (employee's performance). Thus, hypothesis 1 which states that the non-physical work environment affects employee performance is accepted. Hypothesis 2 states that work stress does not affect the employee's performance. Based on the results of the partial test (t-test), the significance value of work stress on employee's performance is 0.018 ($p < 0.05$). It means that the work stress variable does not have a partial effect on employee's performance so this hypothesis is rejected. Hypothesis 3 states that non-physical work environment and work stress affect the employee's performance. Based on the results of the simultaneous test (f-test), the significance value of the non-physical work environment and work stress on employee performance reaches 0.043 ($p < 0.05$). It means that H3, namely non-physical work environment and work stress affects employee's performance simultaneously, is accepted.

The coefficient of determination or Adjusted R Square aims to calculate the model's ability to explain the independent variables. The results of the coefficient of determination or R-Square is 0.156 which means that the effect of the independent variable on the dependent is 15.6%, while the remaining 84.4% is other variables outside the study. The regression analysis was carried out to examine the effect of non-physical work environment and work stress on employee performance. Based on the results of multiple linear regression, the regression equation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 23.835 + 0.121 X_1 + 0.243 X_2$$

The above equations indicate that there is a positive relationship between the regression variable and the employee's performance. Employee's performance value is 23.835 if it is not influenced by the non-physical work environment and work stress. Each increase in X1 (non-physical work environment) will increase Y (employee's performance) by 0.121. Employee's performance increase by -0.243 if there is an increase in X2 (work stress).

Discussion

The work environment affects the performance of the employees of Bank BNI Jailolo Unit, West Halmahera, so the first hypothesis can be accepted. The results of the regression analysis show that the non-physical work environment affects the performance of the employees of Bank BNI Jailolo Unit. Based on the coefficients table in the sig column, the non-physical work environment variable obtains a value of 0.533 which is lower than the probability value of 0.05, with a t-count < t-table ($0.629 < 2.026$). This research is in line with previous studies who found that the non-physical work environment including the relationships between employees and leaders, has a significant positive effect on employee's performance (Hadi, 2019; Priarso et al., 2019). A good relationship between fellow employees and superiors can increase the employee's performance. A poor non-physical work environment can result in decreased employee performance.

Work stress does not affect employee performance so the second hypothesis is rejected. It can be proven through the coefficients table in the sig column, the career development variable has a value of 0.018 which is lower than 0.05, with a value of t-count < t-table ($-2.472 < 2.026$). The results of this study are in line with previous study who found that work stress did not affect the employee's performance despite the high task demand (Ahmad et al., 2019; Akmal et al., 2021). Moreover, works stress does not affect the employee's performance. It means that if work stress increases or decreases, it does not affect employee performance (Ahmad et al., 2019; Wenur et al., 2018).

Based on the results of simultaneous hypothesis testing (F test), the f-count is < f-table ($3.427 < 3.24$) with the significance level of 0.043 which is lower than 0.05. It shows that the three independent variables, namely, non-physical work environment (X1) and work stress (X2) simultaneously affect employee's performance based on the calculation of the coefficient of determination or R-Square of 0.156. It shows that the effect of non-physical work environment variables (X1) and work stress (X2) on employee performance (Y) is 15.6%, so it can be concluded that non-physical work environment variables and work stress simultaneously affect employee's performance, while the remaining 84.4% is influenced by other variables outside the study. The results of this study are in line with previous studies who found that non-physical work environment and work stress affect employee's performance (Mahardiani, 2013; Widiarian, 2017). It indicates that a good non-physical work environment can decrease work stress and improve the employee's performance.

4. CONCLUSION

Based on the description of the research on the influence of the non-physical work environment and work stress on employee performance at Bank BNI Jailolo unit, the conclusions of this study are: The non-physical work environment affects the employee's performance. This shows that the better the non-physical work environment, the higher the employee performance at Bank BNI Jailolo Unit, West Halmahera. Work stress does not affect the employee performance. These results indicate that work stress on employees of Bank BNI Jailolo West Halmahera Unit has no impact on employee performance. The non-physical work environment and work stress affect employee performance. This shows that simultaneously non-physical work environment and work stress on employee performance have an impact on Bank BNI Jailolo Unit, West Halmahera.

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