

The Role of Work Environment on Bank Employees' Performance

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Abstract—Workload and Work Environment are several factors that can affect employees' performance in their effort to achieve organizational goals. This study aims to investigate whether workload and work environment influence bank employee's performance. The sample of this study is 130 front liners of PT Bank Negara Indonesia (persero), Tbk Branch Office Diponegoro University Semarang taken by using proportional random sampling technique. The collected data are analyzed using multiple regression test. The result of this study prove that workload and work environment have significant effect on employees' performance. The more appropriate the workload given to the BNI employees, the better their performance will be. A comfortable work environment physically by giving complete facilities and non-physically such as good relationship with co-workers support employees to increase their performance. Based on these findings, it can be concluded that providing workload effectively motivates employee to work better and giving a comfortable work environment improves employees' performance.

Keywords—workload; work environment; employees' performance

I. INTRODUCTION

Competition and work demanding are getting higher and causing so much pressure in the working environment. The pressure that is faced by individuals potentially stressful [1]. Every person in profit organization is demanded to produce competitive advantage for their company by knowledge, experience, commitment, and also fine relationship with co-workers. As a front liner of PT Bank Negara Indonesia (Persero), Tbk, providing high quality service is a daily routine activity, therefore they have to be emotionally stable, to smile all the time and to explain the product to the customers despite the issues they have before working. Data obtained from BNI shows that employees' performance in the first semester of 2016 had increased from a score 94.15 to 96.86. However, in the first semester of 2017, the performance decreased from a score of 96.86 to 93.28. The Company needs to pay attention to the suitability between workload and human resources condition to achieve maximum performance. Giving workload effectively will motivates employees to work better although their workload is getting heavier [2]. Workload is an opportunity for employees to learn and enrich their ability [3]. Workload pressure can lead to increased productivity. Work

environment plays an important role in efforts to improve employees' performance. The quality of work environment affects employees' performance and subsequently impacts on organization competitiveness. An effective workplace environment management includes making work environment attractive and comfortable motivate employees to work hard [4].

Several previous studies have confirmed the role of workload and work environment in improving performance. Increased workload within the limits of employees' capabilities can improve their performance [5]. Another statement from Shah et al support the previous study which prove that workload has significant effect on employees' performance [3]. The study that is conduct by Asamani et al in a rural hospital in Ghana also reveals that moderate workload assignment would increase their performance [6]. Different findings is given by Gilad et al [7] and Omolayo and Omole [8] which indicated there is no relationship between workload and performance. Many studies about work environment have confirmed that physical work environment, convenient office design and complete facilities encouraged the employees and increased their performance significantly [9-12]. The study of Veitch and Newsham examine five factors that affect employees' performance and prove that sound, temperature, air circulations, light and color, and space affect job performance among workers in industrial sectors [13]. Unhealthy and unsafe work environment such as inadequate lighting, poor ventilation and noisy sound etc. affect employees' health and productivity [14]. The study that is conducted by Samson et al on Bank employees in Nakuru, Kenya prove that physical aspect of work environment were did not have a significant effect on employees' performance, while the psychosocial such as support from colleagues and supervisors, role congruity, quality leadership and work life balance such as work- family conflict and work-extracurricular conflict were significant [15].

According to several studies, workload has positive significant effect toward performance [3,5,6,16-18]. Workload has no significant effect toward performance [7,8,19]. Different study shows that stressful workload positively significant toward performance [20]. Several study support the significant relationship between the condition of working environment and performance [9-14,21,22]. Different result shows that physical work environment has no significant effect toward

performance [15]. Another statement is given by Al-Omari which prove that physical work environment has negative impact to employees' performance [23]. Based on inconsistency results of several studies above, researchers propose this study to investigate the effect of workload and work environment on bank employees' performance. Thus the hypotheses are there is significant relationship between workload and work environment on employees' performance.

II. METHOD

A. Research Design

This is a confirmatory research, thus in order to test hypotheses, researchers use multiple regression analysis. Sample that is used for this research is employees of PT Bank Negara Indonesia (Persero), Tbk branch office Diponegoro University, with 130 sample size (supervisor, security staff, customer service officer and teller) from total of 200 employees. Sample has been taken by proportional random technique (supervisor 50 samples, security staff 15 samples, customer service officer 19 samples, and teller 46 samples).

B. Operational Definition

Performance as a result of individual's work or achievement in certain periods compare to the standard which has been agreed before [24]. On the other side, workload can be interpreted as the combination of quantitative and qualitative over loaded working activities [25]. Meanwhile operational definition for working environment in this research is a dynamic condition of the job situation that can make employee become happy and advance the activities so that they increase the enthusiasm of working [26].

C. Data Collection Technique

Primary data is collected by self – administered questionnaire, and is combine with supervisor's interview. Respondents have been asked to choose the answer of provided question (7 Likert scale). Secondary data is obtained from PT Bank Negara Indonesia (Persero), tbk.

D. Measurement Model Evaluation

Researchers use factor analysis to evaluate data validity. If the KMO (Keiser Meyer Olkin) value is over than 0.50, the data can be used in this research. Data is said to be valid if each indicator has loading factor score more than 0.4. Meanwhile to fulfill the reliability requisite, this research uses the Cronbach's Alpha criteria with parameter more than 0.70.

E. Structural Model Evaluation

Researchers use two kinds of analysis to analyze the structural model. First, F test with significant value parameter is 0.05. If it is less than the significant value, than the independent constructs are considered to have effect toward dependent construct. Second, R^2 Coefficient with parameter $0 < R^2 < 1$.

Researchers use the parameter 0.05 significant value on t-table for hypotheses testing. If it is less than 0.05 significant

value, then the independent constructs statistically affect the dependent construct.

F. Research Model

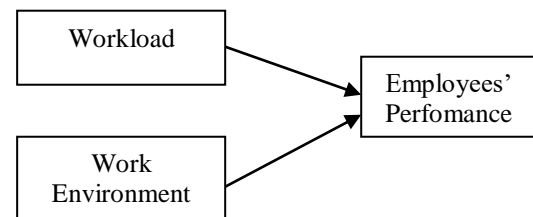


Fig. 1. Research model.

III. RESULTS AND DISCUSSION

A. Respondent's Description

Respondents in this study were dominated by male employees (51.9%). Most of respondents were 26-29 years old (24.8%). Based on educational background, most of them have bachelor's degree (76.7%). Based on work period, most of them have worked at PT. Bank Negara Indonesia (Persero), Tbk for 1-3 years (48.1%).

B. Validity and Reliability Test

Validity test in this research uses KMO factor analysis (Kaiser Meyer Olkin Measure of Sampling) with a minimum value of 0.5 to determine the adequacy of the sample. The KMO value for workload was 0.830, the KMO value for work environment was 0.854, and the KMO value for employees' performance was 0.856. It means that all variables in this study are fulfilled. Then obtained in all variables that the Component matrix value (loading factor) for workload, work environment and employees' performance were all above 0.4, so the question items in all variables was valid.

Reliability testing in this study uses Cronbach Alpha, where a measuring instrument was declared reliable if the Cronbach Alpha calculation results is more than 0.70. The results show the Cronbach Alpha value for workload was 0.783, the Cronbach Alpha value for work environment was 0.822, and the Cronbach Alpha value for employee's performance was 0.850. These results prove that the Cronbach Alpha value of each variable was more than 0.70 so it can be concluded that the instrument used in this study was reliable.

C. Structural Model Test

Model test is done to investigate the relationship between variables. Model test results are shown in Table 1 as follows:

TABLE I. REGRESSION RESULT TEST

Model	Adj R ²	F	B	sig	Description
<i>Equation</i>					
$Y = 0,153 X_1 + 0,771 X_2 + e$					
Employees' Performance (Y1)	0.746	190.872			
Workload (X1) on employees' performance			0.153	0.005	H1 : Accepted
Work environment (X2) on employees' performance			0.771	0.000	H2 : Accepted

Data sources: Primary data processed, 2018

Based on table 1, it can be seen that the calculated F value is 190.872 with a significance level 0.000 less than 0.05 so that the model can be declared fit. So it can be said that the variables of workload and work environment simultaneously affect employees' performance.

Based on table 1, it is known that the value of Adjusted R Square is 0.746. It means that 74.6% variation in employee performance can be explained by variations in workload and work environment. While the remaining 25.4% is influenced by other factors outside the study.

D. Hypotheses Testing

1) *The effect of workload on employees' performance:* The result of hypothesis test 1 obtained standardized coefficient β is 0.153 and has a significant value 0.005 less than 0.05. The result of the study indicates that hypothesis 1 was accepted. It means that workload partially has a significant effect on employees' performance.

2) *The effect of work environment on employees' performance:* The results of hypothesis test 2 obtained standardized coefficient β is 0.771 and has a significant value 0.000 less than 0.05. The result of the study shows that hypothesis 2 was accepted. It means that work environment partially has a significant effect on employees' performance.

E. Discussion

1) *The effect of workload on employees' performance:* Workload has a positive and significant effect on employees' performance. It means that the more appropriate the workload given to the employees, the better their performance will be. When giving workload, employees' capacity and competencies must be concerned. Providing appropriate workload will motivate employees to work better even though their workload is getting heavier. Based on this finding, this research supports the previous study regarding the effect of workload toward employees' performance [1,2,5,15].

2) *The effect of work environment on employees' performance:* Work environment has a positive and significant effect on employees' performance. It means that the more comfortable work environment, the better the employees' performance will be. Work environment plays an important

role in the implementation of employees' tasks. A good work environment physically by giving complete facilities will support employees to get work achievement. Comfortable nonphysical environment such as a good relationships with superiors and co-workers support the improvement of employees' performance. This finding is also supports previous studies which proved the better work environment will produce better performance [5-7].

IV. CONCLUSION

Workload has a positive influence on employees' performance. It means that the more effective the workload given to employees', the better their performance will be. Providing a rational workload following the Bank's Procedure Operating Standards effectively motivate employees to work better. Another finding explains that the work environment has a positive effect on employees' performance. It means that the more comfortable the environment, the better the performance of employees' will be. Providing a good work environment physically by giving complete facilities and a comfortable non-physical environment such as good relationships with superiors and colleagues will further support the improvement of employees' performance

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