

The Influence of Office Facilities and Work Environment on Employee Performance Through Motivation (Study Of Land Law Relations Section / HHP In BPN Bekasi City)

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ABSTRACT

This study aims to find and analyze the influence of office facilities and work environment on employee performance through work motivation (study of land legal relations section / hhp at the Bekasi City BPN office). The method used in this study is a quantitative descriptive method. The sample used was 76 respondents. The sampling technique used a simple random sampling technique. The analysis tool used was SPSS24 regression. The findings of the study were: 1). Office Facilities have no significant effect on Work Motivation. 2). Work Environment affects Work Motivation. 3). Work Motivation affects Employee Performance. 4). Office Facilities affect Employee Performance. 5). Work Environment affects Employee Performance. 6). There is an influence of Work Motivation on Employee Performance at the Bekasi City BPN Office. The t-count value on the Work Motivation variable is 2.421 with a significance level of 0.018. Because the t-count value of 2.421 > t-table value of 1.666 and a significance level of 0.018 < significant probability $\alpha = 0.05$. 7). Office Facilities, Work Environment and Work Motivation Influence Employee Performance

Key word : Office Facilities, Work Environment, motivation

INTRODUCTION

Every organization needs various resources to achieve the planned goals. One of the resources needed is human resources which is then abbreviated as HR. HR is a productive individual who works as a driving force and as an agent of change in an organization with the aim of striving for the realization of organizational goals. Organizations with good quality human resources will easily integrate the vision and mission of the organization. As long as all employees have the same view of the organization's vision and mission, the organization's goals will be easier to achieve. One of the concerns in HR is how to manage this HR in order to create superior HR, namely by maintaining employee performance to remain stable, and creating HR who play an active and professional role in the organization, so that organizational goals will be easier to achieve.

Every organization needs to pay attention to factors that support employee performance, including office facilities and the work environment. As revealed in several previous studies found that creating better employee performance can be influenced by facility and work environment factors (Sari, 2016), (Roelofsen, 2002) (Hazmi & Nugraha, 2021), (Pratiwi et al., 2019) and (Anam & Rahardja, 2017) in (Syavira et al., 2022). Employee performance is the overall work done and the level of success achieved by employees in their field of work which can be directly reflected in the output produced both in quantity and quality according to the criteria applied to the job (Worabay, 2021). Good employee performance reflects that the organization has quality human resources both in government and private agencies.

Seven priority services as a form of excellent service to the community, it is necessary to establish priority land service programs that are carried out systematically and in a timely manner so as to increase public satisfaction and trust in land services. These seven priority services are regulated in KEPMEN Agrarian and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia number 440/SK-HR.02/III/2023.

The Bekasi City Land Office as a provider of land certification services has an important role in the land sector in Bekasi City. The problems that exist at the Bekasi City BPN Office are problems that must be resolved in order to realize excellent public services. Every year the problems that exist in various agencies are summarized in one ombudsman report including the Ministry of ATR / BPN agencies, the report is one of the references to the problems that exist in the agency as well as an illustration of how the services are in the agency. Based on the data in the ombudsman report for the second quarter of 2023, the results show that the third highest percentage is in the land sector with a percentage of 236 reporters.

Government as a public service agency, employee performance is one of the main aspects because it is influential in providing services to the community. Employees with high work performance will produce an effective, efficient and responsive work system in providing services. In government agencies engaged in the public service sector, employee performance appraisal can be a reference in improving services to make them more systematic. Public services are based on provisions containing norms, guidelines and agreements on service quality, facilities and infrastructure formulated jointly between public service providers, service recipients and interested parties (Rohman et al., 2010).

In a government agency, there are office facilities provided by the government as facilities and markets to support work completion. Adequate and complete office facilities are one of the drivers to generate work motivation. In accordance with the statement (Budi et al., 2019) that with good office facilities, there will be a sense of comfort at work, it encourages employee enthusiasm and motivation to get the expected results. Adequate facilities are able to increase work motivation because employees feel the need to carry out their work is fulfilled, so that gradually it will be able to improve work performance.

LITERATURE

Every organization needs to pay attention to factors that support employee performance, including office facilities and the work environment. As revealed in several previous studies found that creating better employee performance can be influenced by facility and work environment factors (Sari, 2016), (Roelofsen, 2002) (Hazmi & Nugraha, 2021), (Pratiwi et al., 2019) and (Anam & Rahardja, 2017) in (Syavira et al., 2022). Employee performance is the overall work done and the level of success achieved by employees in their field of work which can be directly reflected in the output produced both in quantity and quality according to the criteria applied to the job (Worabay, 2021). Good employee performance reflects that the organization has quality human resources both in government and private agencies.

According to Sunyoto (2013) if the office facilities are complete and good, it is expected to affect the performance of employees. In addition to office facilities, the work environment is also an important factor. Griffin (2013) reveals the theory that there are two factors that affect employee

performance, namely work motivation factors such as appreciation for employee work and work environment factors such as comfort in the workplace. Organizations with a comfortable work environment will increase work motivation which will have an impact on improving performance. According to (Budianto & Katini, 2015) the work environment is the environment where employees do their daily work. The work environment includes a non-physical environment with the process of implementing management, appropriate work methods and relationships between coworkers, and subordinates with superiors.

Increased motivation in employees is fundamental in the direction of the process of achieving goals in the form of optimal work performance. This is in line with research conducted (Gardjito et al, 2014), hypothesis testing shows a unidirectional effect of work motivation on employee performance, which means that any increase in work motivation will lead to increased performance. It is important for organizations to maintain employee motivation because it has an impact on the good and bad performance of employees in the organization. As revealed by (Suwardi & Utomo, 2011), (Hamid, 2012), (Murti & Veronika, 2013), and (Permansari, 2013) based on the results of their research found that work motivation significantly has a positive influence on employee performance. According to Slamet Riyadi's research (2011) states that work motivation significantly affects employee performance.

In government agencies, the definition of good performance can be interpreted as providing excellent service, in accordance with the statement (Ningrum, 2017) one of the results of good performance in government is being able to provide good service to the community. Through the services provided by employees, their performance can be assessed, whether the services provided can achieve maximum quantity and quality of work and good time utilization during service, in accordance with Mitchel's statement in Sedarmayanti (2013).

Given that the right to own land is one of the rights that humans have, therefore according to (Amelia et al., 2023) it is important for the state to realize the welfare and prosperity of the people. The existence of community rights to land ownership will be able to fulfill the people's sense of justice as citizens. The basic values in the land sector are stated in Law No. 5 of 1960 concerning the Basic Agrarian Law (UUPA). Agencies that serve the public in the land sector are regulated in Presidential Regulation No. 10 of 2006 concerning the Land Office of the Republic of Indonesia. The Land Office was established as an institution that realizes the constitutional mandate in the land sector.

The task of the National Land Agency is to manage and develop land administration, both based on the Basic Agrarian Law (UUPA) and other laws and regulations related to the management of land rights. The land office is a work unit under the Ministry of ATR / BPN both in the city and district areas. The land office has a crucial position in terms of services because it is directly related to the community in the city and district areas. One of the services that has a high percentage rate in file registration is the service in the Land Legal Relations section included in the activities of the seven priority services, which are checking certificates, land registration certificates (SKPT), electronic mortgages, manual and electronic mortgages, peralihak hak, pendafatarn sk, changes in building use rights. Source: ATR/BPN Web 2023.

Basically, every leader needs to organize the organization to be better, including renovations. With the renovations carried out, it means that the organization makes updates in organizational

arrangements including updating office facilities used by employees on a daily basis and the work environment. With these changes, it means that the organization wants to improve the existing arrangement for the convenience of working. As is the case with the Bekasi City BPN Office. Renovation has an important role in improving the comfort of the work environment and work efficiency. Renovations are carried out by paying attention to several things, namely the needs of the room, the selection of office facilities and equipment including furniture and electronic needs such as air conditioning, computers, photo copy equipment etc. in order to create work efficiency.

Renovation provides benefits including reducing boredom with the daily routine. The existing changes are the first step for the Bekasi City BPN Office to create a better office. Employee performance in an organization can be said to be optimal if the final results achieved are high. This achievement is a picture of how successful a leader is able to manage human resources and manage the work environment around him. In accordance with the statement (Robbins, 2008), namely in the organization there are individuals who play an active role in the organization's journey, so that a leader should be able to balance between individual and organizational needs based on human relations.

The positive impact of the renovations carried out by the Bekasi City BPN Office is proof that with the updates made, employees will be motivated to work better and have an impact on the organization. According to (Budi et al., 2019) that work motivation plays a role in encouraging a strong desire from employees to work optimally, while work facilities and environment play a role in creating comfort for employees to encourage work processes and work productivity. According to daily observations, the renovations carried out have an effect on employee performance achievements and improvements. So it can mean that there is a direct and indirect influence of office facilities and office environment on employee performance. One of the positive impacts of the renovations carried out is the achievement of the top rank of the seven priority services ranking order and the increase in the number of file registrations in the seven priority services, this can be seen from the monitoring carried out every day by the ATR / BPN Office. In the months before the renovation, the average performance score was 86.19% and in the months after the renovation, the average performance score was 95.28%.

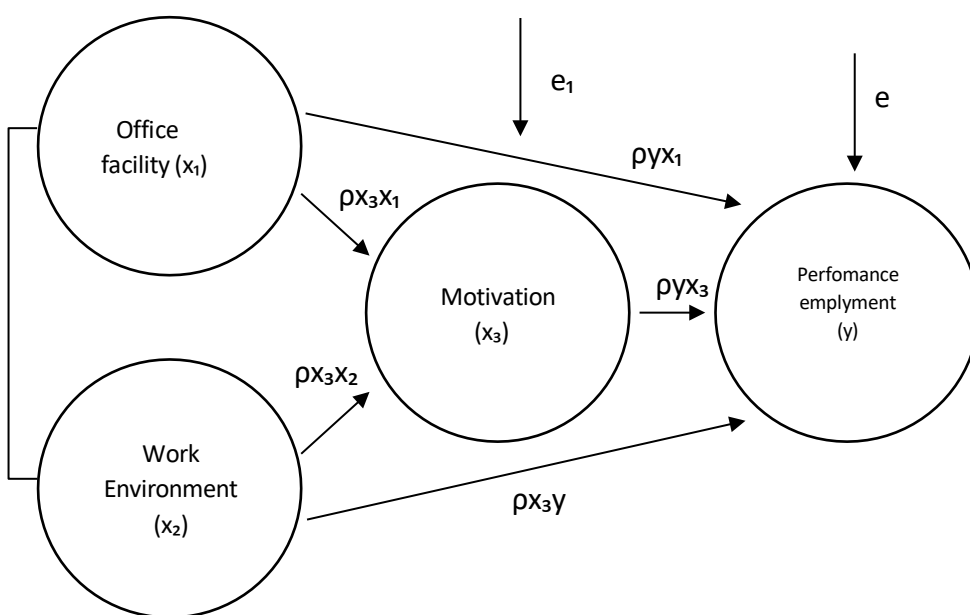
METHOD

The data obtained from filling out the questionnaire will be analyzed using formulas or with existing rules in accordance with the researcher's approach. The data analysis techniques used in this study are as follows Descriptive analysis provides an overview seen from the average (mean), standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness (Zane, 2020). Descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2018). Descriptive statistics of the collected data are analyzed by calculating the average and percentage, so as to describe the variables of transformational leadership, motivation, work discipline and employee performance both directly and indirectly.

This research uses descriptive analytics with a quantitative approach. Quantitative research is a method for testing certain theories by examining the relationship between variables. These variables are measured with research instruments to produce data in the form of numbers, which will be analyzed based on statistical procedures. At the data collection stage using survey methods

commonly used in quantitative research. The information obtained is then processed using statistics. The questionnaire makes it easier for the author to get actual and factual information because the data obtained is in accordance with field conditions. Respondents filled out the questionnaire in accordance with the instrument statement items with choices: Strongly Disagree (STS), Disagree (TS), Undecided (R), Agree (S), and Strongly Agree (SS). The data collected will then be analyzed to determine the relationship or influence of the level of the independent variable which is influenced by the dependent variable through path analysis. Data analysis was carried out statistically using the SPSS application.

Population is a generalization area consisting of objects or subjects that are of certain qualities or characteristics set by researchers to study and then draw conclusions. The population in this study is employees working at the Bekasi City BPN Office, Land Legal Relations / HHP section, totaling approximately 76 people consisting of section leaders, executors and support staff. The sample is part of the population, if the research subject is less than 100 then the entire population is sampled. The sampling technique in this study uses saturated sampling, which provides equal opportunities for each member of the population to be selected as a sample member.



RESULT AND DISCUSSION

Respondents' Responses to the Employee Performance Variable Statement (Y)

No	Pernyataan	5		4		3		2		1		average
		F	%	F	%	F	%	F	%	F	%	

1	The amount of work I accomplish is in accordance with the target that was determined	23	30	45	59	6	8	2	3	0	0	4,2
2	I am able to complete work to standards set by the company	25	33	47	62	3	4	1	1	0	0	4,3
Work Quantity Measurement												4,3
3	I complete my work by meeting the established work operation standards.	27	36	42	55	6	8	1	1	0	0	4,3
4	I am able to minimize errors in completing work	16	21	52	68	6	8	2	3	0	0	4,3
Measurement of Work Quality												4,3
5	I can utilize the time available effectively and efficiently	25	33	44	58	5	7	1	1	1	1	4,2
6	I come to the office on time and leave according to office hours, except for overtime.	31	41	38	50	5	7	2	3	0	0	4,3
Time Utilization Measurement												4,3
Average Employee Performance Variable (X1)												4,3

Based on table 4.3, the respondents can see the results of the employee performance variable. Based on the average final results of the employee performance variable, employees at the Bekasi City BPN office are 4.3. Based on this data, the average value is quite high so that it can be interpreted that work quantity, work quality and time utilization form the employee performance variable. Based on this data, it can be interpreted that Bekasi City BPN office employees tend to agree on the statements attached to the employee performance variable. In indicators that have a low average, it needs to be a concern so that it can be improved, while indicators that have a fairly high average are a shared responsibility to be maintained so that employee performance will increase. Overall, the Employee Performance variable is as expected, because the percentage who answered agree and strongly agree was higher than those who doubted, disagreed and strongly disagreed.

Validity Test Results X1 (Office Facilities) Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted	Keterangan
Pernyataan 1	21,83	9,157	,704	,920	Valid
Pernyataan 2	21,70	8,481	,825	,904	Valid
Pernyataan 3	22,01	8,973	,656	,928	Valid
Pernyataan 4	21,87	8,356	,809	,907	Valid
Pernyataan 5	21,86	8,552	,863	,900	Valid
Pernyataan 6	21,72	8,709	,851	,902	Valid

Based on the information presented in the table above, all items of the 6 statements from the Office Facilities variable have a rcount> rtable value of 0.190, meaning that the items used in the research instrument are valid data.

	Scale Mean	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted	Description
Statemen 1	20,76	8,076	,775	,887	Valid
Statemen 2	20,82	7,859	,830	,878	Valid
Statemen 3	20,68	8,352	,751	,891	Valid
Statemen 4	20,59	8,565	,694	,898	Valid
Statemen 5	20,82	8,126	,697	,899	Valid
Statemen 6	20,80	7,974	,730	,894	Valid

The information presented in the table above, all items of the 6 statements from the Work Motivation variable have a rcount> rtable value of 0.190, meaning that the items used in the research instrument are valid data.

Validity Test Results Y Employee Performance

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted	Description
Statement 1	21,08	7,7807	,561	,894	Valid
Statement 2	20,99	7,800	,666	,878	Valid
Statement 3	21,00	7,013	,845	,849	Valid
Statement 4	21,17	7,317	,785	,860	Valid
Statement 5	21,05	6,824	,791	,857	Valid

Based on the information presented in the table above, all items of the 6 statements from the Employee Performance variable have a $t_{count} > t_{table}$ value of 0.190, meaning that the items used in the research instrument are valid data.

The hypothesis test table shows that the t_{count} value on the office facility variable is 0.751 with a significant level of 0.455. Thus the results obtained $t_{count} < t_{table}$ value ($0.751 < 1.665$) and a significant level ($0.455 > 0.05$), then H_0 is accepted and H_a is rejected at that real level. This gives the conclusion that the variable office facilities partially do not have a significant effect directly on work motivation, thus the first hypothesis is not proven. In general, there are always things that influence a person to have high motivation at work, one of which is office facilities, but in the research conducted, office facilities do not have an influence on work motivation, which is thought to be because office facilities are not private property so that employees have no sense of ownership which then has an impact on work enthusiasm and motivation. In addition, in terms of working facilities and rooms, employees basically want comfortable workspace facilities so that employees can work with more focus at work. The results of this study are in line with those conducted by Gusvela, et al (2023) which states that Office Facilities have an insignificant effect on Work Motivation.

The hypothesis test table shows that the t_{count} value on the work environment variable is 5.841 with a significant level of 0.000. Thus the results obtained the $t_{count} > t_{table}$ value ($5.841 > 1.666$) and a significant level ($0.000 < 0.05$), then H_0 is rejected and H_a is accepted at that real level. This gives the conclusion that the work environment variable partially has a positive and significant effect on work motivation, thus the first hypothesis is proven. A supportive work environment will certainly make employees feel comfortable at work, based on the results of employee interviews, they feel comfortable because the work environment is as expected. A safe and healthy work environment will help employees in completing their workload because it can increase work efficiency, so employees will be more motivated. The results of this study are in line with those conducted by Pranitasari and Saputri (2020) which state that the Work Environment affects Work Motivation.

The hypothesis test table shows that the t_{count} value on the work motivation variable is 2.421 with a significant level of 0.018. Thus the results obtained the $t_{count} > t_{table}$ value ($2.421 > 1.666$) and a significant level ($0.018 < 0.05$), then H_0 is rejected and H_a is accepted. This gives the conclusion that the work motivation variable partially has a positive and significant effect on employee performance, thus the first hypothesis is proven.

The amount of work motivation that employees have in the company determines the achievement of targets in the company. Employees with high motivation will have a greater effect on employee work performance, and vice versa. High work motivation will encourage employees to be more active at work and increase work efficiency. If work motivation is high, employees will feel comfortable and happy at work which will then have an impact on increasing employee performance. Work motivation is directly proportional to employee

performance, in the sense that high work motivation will result in high employee work performance as well. The results of this study are in line with those conducted by Yahya (2023), Prawiro et al. (2020) which states that Work Motivation affects Employee Performance.

The hypothesis test table shows that the tcount value on the office facility variable is 2.236 with a significant level of 0.028. Thus the results obtained the tcount value > ttable value ($2.236 > 1.666$) and a significant level ($0.028 < 0.05$), then H_0 is rejected and H_a is accepted. This gives the conclusion that the office facilities variable partially has a positive and significant effect on employee performance, thus the first hypothesis is proven.

Adequate office facilities will affect employee performance in an organization. With the availability of complete office facilities, employees will be greatly helped in completing their workload. Office facilities are a form of company service to employees to support employee performance. Employees will feel cared for and comfortable at work if the company is equipped with adequate office facilities. Good employee performance will only be created if office facilities can support employee performance in the company. The results of this study are in line with those conducted by Adhie (2019) which states that Office Facilities affect Employee Performance.

The hypothesis test table shows that the tcount value on the work environment variable is 2.091 with a significant level of 0.040. Thus the results obtained the tcount value > ttable value ($2.091 > 1.666$) and a significant level ($0.040 < 0.05$), then H_0 is rejected and H_a is accepted. This gives the conclusion that the work environment variable partially has a positive and significant effect on employee performance, thus the first hypothesis is proven.

The work environment is one of the supporting factors in improving employee performance. The work environment is quite important and needs to be considered by the company. With the creation of a good work environment, it will improve employee performance because a good work environment will affect the perspective and attitude of an employee in the company. A good work environment provides a sense of comfort and security that allows employees to work optimally. The results of this study are in line with those conducted by Gusvela, et al (2023), Rosminah, (2021) which state that the Work Environment affects Employee Performance. The results of this study are in line with those conducted by Rosminah, (2021) which states that the Work Environment affects Employee Performance.

The hypothesis test table shows that the tcount value on the office facility variable is 0.024 with a significant level of 0.455. Thus the results obtained tcount value < ttable value ($0.024 < 1.666$) and a significant level ($0.455 > 0.05$), then H_0 is accepted and H_a is rejected. This gives the conclusion that the office facilities variable partially has no significant effect on employee performance through work motivation, thus the first hypothesis is not proven.

The Effect of Work Environment on Employee Performance through Work Motivation The hypothesis test table shows that the tcount value on the work environment variable is 0.090 with a significant level of 0.000. Thus the results obtained the tcount value < ttable value ($0.090 < 1.666$) and a significant level ($0.000 < 0.05$), then H_0 is accepted and H_a is rejected. This gives the conclusion that the work environment variable has no significant effect directly on employee performance through work motivation, thus the first hypothesis is not proven.

Simultaneous Test Results (F Statistical Test)

No.	Variabel	F Count	Significant
1	Office Facilities (X1) and Work Environment (X2) on Work Motivation (X3)	60,649	0,000
2	Office Facilities (X1), Work Environment (X2) and Work Motivation (X3) on Employee Performance (Y)	40,895	0,000

Source: primary data processed 2024

From the ANOVA test or F test above, the Fcount value is obtained for each regression model.

regression model. The simultaneous effect is the effect caused by the independent variables when combined on the dependent variable. After conducting a simultaneous test between the influence of office facilities and the work environment on motivation, the results are obtained in the hypothesis test table. Based on the results of hypothesis testing, it shows that office facilities and the work environment have a significant influence on work motivation. This is evidenced by the value of fcount greater than the value of ftable ($60.649 > 3.970$) with a significant level ($0.000 < 0.05$). Based on this value, the regression model can be used to predict Work Motivation (dependent variable). Office facilities and work environment together have a significant effect on the dependent variable of work motivation.

Based on the results of regression analysis, it was shown that office facilities did not have a significant impact on work motivation. This is suspected because employees feel that the available facilities are not personal property so that employees do not have a sense of satisfaction and ownership in their use, which then does not have a big influence on work motivation. The results of the study are contrary to the researcher (Setya Budi, Rizky Kusumayudha and Riana, 2019)

Based on the descriptive analysis results of the work environment variable at the BPN office in Bekasi City, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of lighting, air circulation, noise, unpleasant odors, security, coworkers, and the relationship between superiors and subordinates form the work environment variable. Each indicator has a tendency to have similar values, so no indicator dominates in forming the work environment variable. However, on average, the highest-rated items in the questions are the light illumination indicator, unpleasant aroma, and relationships among coworkers. In the work motivation variable, employees at the BPN office in Bekasi City tend to agree that the indicators of the need for achievement, the need for affiliation, and the need for power shape the work motivation variable. The indicator with the highest value in forming the work motivation variable is the need for power indicator, which means that every employee has the opportunity to become a leader (team leader and coordinator). This is in line with the research conducted by (Gardjito, Al Musadieq, and Eko Nurtjahjono, 2014).

Based on the results of the descriptive analysis of the office facilities variable at the BPN office in Bekasi City, it shows that employees at the BPN office in Bekasi City tend to agree that the need indicators for achieving, the need for affiliation, and the need for power shape the work motivation variable. The indicator with the highest value in shaping the work motivation variable is the need for power indicator, which means that every employee has the opportunity to become a leader (team leader and coordinator). In the employee performance variable, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of work quantity, work quality, and time utilization shape the employee performance variable. Each indicator has the same value, so each indicator contributes equally to the formation of employee performance. The research results are in line with the study by Dwi Antika et al. (2021).

However, the research results contradict those of (Setya Budi, Rizky Kusumayudha, and Riana, 2019).

Based on the descriptive analysis results of the office facilities variable at the BPN office in Bekasi City, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of infrastructure, office equipment, and inventory tools form the office facilities variable. The dominant indicator in forming the office facilities variable is the infrastructure indicator, which states that the building appears clean, sturdy, and strong, and all rooms are neatly arranged. The dominating indicator also lies in the inventory equipment indicator, which includes facilities at my workplace that are already complete, such as toilets, prayer rooms, and parking areas. On the employee performance variable, employees at the BPN office in Bekasi City tend to agree that the indicators of work quantity, work quality, and time utilization form the employee performance variable. Each indicator has the same value, so each indicator has an equal contribution to the formation of employee performance. The research results are in line with the studies conducted by (Bela Syavira, Rahmad Santoso, and Maruwae, 2022; Mokoolang, Santoso, and Maruwae, 2022a, 2022b).

Based on the descriptive analysis results of the work environment variable at the BPN office in Bekasi City, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of lighting, air circulation, noise, unpleasant odors, security, coworkers, and the relationship between superiors and subordinates form the work environment variable. Each indicator has a tendency to have similar values, so no single indicator dominates in forming the work environment variable. However, on average, the highest-rated items in the questionnaire are the light illumination, unpleasant aroma, and relationships among coworkers indicators. In the employee performance variable, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of work quantity, work quality, and time utilization form the employee performance variable. Each indicator has the same value, so each indicator has an equal contribution to the formation of employee performance. The research findings are in line with the studies conducted by (Permansari, 2013; Fitriani, Nurlaela and Sudarwadi, 2018; Rosminah, 2021; Fadilah and Al Banin, 2022).

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significantly affect employee performance because adequate facilities are useful for helping to complete employees' daily responsibilities.

Based on the descriptive analysis results of the work environment variable at the BPN office in Bekasi City, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of lighting, air circulation, noise, unpleasant odors, security, coworkers, and the relationship between superiors and subordinates form the work environment variable. Each indicator has a tendency to have similar values, so no single indicator dominates in forming the work environment variable. However, on average, the highest-rated items in the questionnaire are the light illumination, unpleasant aroma, and relationships among coworkers indicators. In the employee performance variable, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of work quantity, work quality, and time utilization form the employee performance variable. Each indicator has the same value, so each indicator contributes equally to the formation of employee performance. In the work motivation variable, employees at the BPN office in Bekasi City tend to agree that the indicators of the need for achievement, the need for affiliation, and the need for power shape the work motivation variable. The indicator with the highest value in forming the work motivation variable is the need for power indicator, which means that every employee has the opportunity to become a leader (team leader and coordinator). The research results contradict (Gardjito, AlMusadieg and Eko Nurtjahjono, 2014; Yohana, 2017; Nur Adha, Qomariah, and Hasan Hafidzi, 2019; Trisna and Guridno, 2021). The research results show a negative and insignificant effect, which is suspected to be due to the mediation of work motivation. Partially, the work environment variable has a direct effect on employee performance, but further research is needed. The work environment is a direct determining factor in improving employee performance. A supportive work environment will make employees feel comfortable staying in the office, creating a sense of comfort in their work, which in turn affects their performance.

CONCLUSION AND SUGGEST

Based on the descriptive analysis results of the work environment variable at the BPN office in Bekasi City, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of lighting, air circulation, noise, unpleasant odors, security, coworkers, and the relationship between superiors and subordinates form the work environment variable. Each indicator has a tendency to have similar values, so no single indicator dominates in forming the work environment variable. However, on average, the highest-rated items in the questionnaire are the light illumination, unpleasant aroma, and relationships among coworkers indicators. In the employee performance variable, it shows that employees at the BPN office in Bekasi City tend to agree that the indicators of work quantity, work quality, and time utilization form the employee performance variable. Each indicator has the same value, so each indicator contributes equally to the formation of employee performance. In the work motivation variable, employees at the BPN office in Bekasi City tend to agree that the indicators of the need for achievement, the need for affiliation, and the need for power shape the work motivation variable. The indicator with the highest value in forming the work motivation variable is the need for power indicator, which means that every employee has the opportunity to become a leader (team leader and coordinator). The research results contradict (Gardjito, AlMusadieg and Eko Nurtjahjono, 2014; Yohana, 2017; Nur Adha, Qomariah, and Hasan Hafidzi, 2019; Trisna and Guridno, 2021). The research results show a negative and insignificant effect, which is suspected to be due to the mediation of work motivation. Partially, the work environment variable has a direct effect on employee performance, but further research is needed. The work environment is a direct determining factor in improving employee performance. A supportive work environment will make employees feel comfortable staying in the office, creating a sense of comfort in their work, which in turn affects their performance.

The study on Work Environments based on the Motivation Study of the Social Work Relationships (HHP) in BPN Kota Bekasi can be summarized as follows: The study found that the majority of employees are satisfied with their work, job quality, and work-life balance. This indicates that employees are satisfied with their work and the motivational variables. The study also found that employees are satisfied with their work environment, such as living conditions, work environment, and work-life balance. This indicates that employees are satisfied with their work environment. The study also found that the work environment does not significantly affect motivation, as it is not a personal matter and does not affect the motivation of the employees. The work environment that motivates employees is positively influenced by motivation, and the work environment that does not motivate employees is negatively influenced by motivation. The study also found that the work environment that motivates employees is positively influenced by motivation, and the work environment that does not motivate employees is negatively influenced by motivation. The study concludes that the work environment does not significantly affect motivation in the workplace, as employees can increase their work with a supportive work environment.

The head of the Bekasi City Land Office should pay more attention to factors that support the daily work activities of employees, such as the office facilities that are still not optimal, like office equipment (queue machines, computers, photocopy machines) and the work environment that is not yet optimal, such as the absence of anti-glare filters that cause disturbing light. The company can continue to enhance work motivation to achieve even better employee performance. The company should pay attention to indicators that can enhance work motivation and support each other in their tasks so that employees can trust one another. The company should be able to direct employees to be more diligent in utilizing their time at work, thereby maintaining employee performance.

With the existence of this research, it is hoped that it can provide intellectual contributions to officials in the relevant institutions, particularly in the Human Resource Management (HRM) section, as a factor supporting the improvement of employee performance. The researcher also hopes that this study can serve as a source of information and reference in improving employee performance as a contribution to the institution in order to create superior and high-quality human resources. In several variables where respondents have provided low answers for each indicator, improvements are needed, while for variables that already have high responses from respondents for each indicator, maintenance is necessary.

For future researchers, this study is expected to be further developed, and the results of this research can serve as a bridge for conducting further studies, especially in the same field of study. For future researchers, it is necessary to conduct studies by incorporating variables and indicators to enhance the impact on employee performance that were not examined in this research, thereby producing more accurate findings.

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