

THE INFLUENCE OF WORK ENVIRONMENT: PSYCHOSOCIAL AND PHYSICAL ASPECTS ON EMPLOYEE PERFORMANCE AT BANK MANDIRI TASPEN MANADO AREA**PENGARUH LINGKUNGAN KERJA: ASPEK PSIKOSOSIAL DAN FISIK TERHADAP KINERJA KARYAWAN DI BANK MANDIRI TASPEN WILAYAH MANADO**

By:

**Calvin Joseph Goodwill George¹
S.L.H.V. J. Lopian²
Mirah H. Rogi³**

Email:

[¹calvingeorge1508@gmail.com](mailto:calvingeorge1508@gmail.com)[²lopianjoyce@unsrat.ac.id](mailto:lopianjoyce@unsrat.ac.id)[³helenmirah@gmail.com](mailto:helenmirah@gmail.com)

Abstract: Employee performance plays a crucial role in determining the success and sustainability of banking institutions. This study examines the influence of the work environment, specifically psychosocial and physical aspects, on employee performance at Bank Mandiri Taspen Manado Area. A quantitative research method was applied, with data collected using questionnaires distributed to 34 employees. Multiple linear regression was used to analyze the relationship between the variables. The findings indicate that both psychosocial and physical work environment factors have a positive and significant effect on employee performance, either partially or simultaneously. A supportive psychosocial environment characterized by positive communication, interpersonal relationships, and fair leadership enhances motivation and work morale. Meanwhile, an adequate physical environment including lighting, workspace layout, noise control, and ventilation contributes to employee comfort and work efficiency. These results highlight the need for organizations to invest in creating both healthy social interactions and physically conducive working conditions to optimize employee performance and overall productivity. The study concludes that improving workplace conditions is a strategic approach to strengthening employee well-being and enhancing banking service outcomes.

Keywords: Psychosocial Work Environment, Physical Work Environment, Employee Performance

Abstrak: Kinerja karyawan memainkan peran penting dalam menentukan keberhasilan dan keberlanjutan lembaga perbankan. Studi ini meneliti pengaruh lingkungan kerja, khususnya aspek psikososial dan fisik, terhadap kinerja karyawan di Bank Mandiri Taspen Area Manado. Metode penelitian kuantitatif diterapkan, dengan data dikumpulkan menggunakan kuesioner yang dibagikan kepada 34 karyawan. Regresi linier berganda digunakan untuk menganalisis hubungan antar variabel. Hasil penelitian menunjukkan bahwa faktor lingkungan kerja psikososial dan fisik memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, baik sebagian maupun secara simultan. Lingkungan psikososial yang mendukung yang ditandai dengan komunikasi positif, hubungan interpersonal, dan kepemimpinan yang adil meningkatkan motivasi dan moral kerja. Sementara itu, lingkungan fisik yang memadai termasuk pencahayaan, tata ruang kerja, pengendalian kebisingan, dan ventilasi berkontribusi pada kenyamanan dan efisiensi kerja karyawan. Hasil ini menyoroti perlunya organisasi untuk berinvestasi dalam menciptakan interaksi sosial yang sehat dan kondisi kerja yang kondusif secara fisik untuk mengoptimalkan kinerja karyawan dan produktivitas secara keseluruhan. Studi ini menyimpulkan bahwa peningkatan kondisi tempat kerja merupakan pendekatan strategis untuk memperkuat kesejahteraan karyawan dan meningkatkan hasil layanan perbankan.

Kata Kunci: Lingkungan Kerja Psikososial, Lingkungan Kerja Fisik, Kinerja Karyawan

INTRODUCTION

Research Background

Employee performance is one of the most important drivers of organizational success, especially in service-based industries such as banking, where employees interact directly with customers and handle operational processes that require accuracy, efficiency, and professionalism. In the context of Bank Mandiri Taspen Manado Area, employees are responsible for delivering financial products and services to a diverse customer base, including pension recipients, civil servants, and entrepreneurs. This requires employees not only to possess technical competence but also to work in an environment that supports concentration, emotional stability, and continuous productivity.

The work environment is recognized as a key organizational factor that influences employee behavior, motivation, and performance outcomes. The work environment consists of two interrelated dimensions: the psychosocial work environment and the physical work environment. The psychosocial dimension involves the social and psychological conditions that shape how employees interact, communicate, and perceive support within the workplace. Factors such as leadership style, teamwork quality, clarity of job roles, and interpersonal relationships can strengthen employees' emotional well-being, reduce work stress, and increase job satisfaction. When employees feel respected, valued, and supported, they are more likely to demonstrate commitment and deliver higher performance (Rugulies, 2019)

On the other hand, the physical work environment refers to the tangible conditions under which employees perform their work, including workspace layout, lighting, ventilation, noise levels, temperature, and ergonomic furniture. Poor physical conditions may lead to discomfort, fatigue, health complaints, loss of focus, and reduced productivity (Wargocki et al., 2019). Conversely, a well-designed physical environment promotes comfort and efficiency, enabling employees to maintain concentration and improve the accuracy and speed of service delivery.

In banking institutions, where work involves repetitive administrative tasks, computer-based processing, and customer interactions, both psychosocial and physical work environments must be managed effectively. A workplace that lacks supportive communication or physical comfort can lead to emotional exhaustion, decreased morale, and eventually declining performance. Therefore, it becomes crucial to examine how these two aspects of the work environment shape employee performance outcomes.

Within Bank Mandiri Taspen Manado Area, management continues to improve workplace systems, employee allocation, task coordination, and service procedures. However, variations in employee performance and work satisfaction still occur, suggesting the necessity to analyze the extent to which psychosocial and physical work environment factors contribute to employee performance. Understanding this relationship provides managerial insight into which areas of the work environment require enhancement to ensure sustained employee productivity and improved service quality. Therefore, this research aims to analyze the influence of psychosocial and physical work environments on employee performance at Bank Mandiri Taspen Manado Area, both individually and collectively, to support organizational strategies in improving work effectiveness and service excellence.

Research Objectives

This study aims to:

1. Determine the influence of the Psychosocial Work Environment on employee performance at Bank Mandiri Taspen Manado Area
2. Determine the influence of the Physical Work Environment on employee performance at Bank Mandiri Taspen Manado Area
3. Determine the influence of the Psychosocial and Physical Work Environment on employee performance at Bank Mandiri Taspen Manado Area.

LITERATURE REVIEW

Work Environment

The work environment refers to the conditions under which employees perform their tasks and interact within the organization. In Human Resource Management, the work environment is considered an external factor that influences employee behavior, motivation, and productivity (Armstrong & Taylor, 2020). A conducive work environment provides employees with the necessary support, comfort, and stability in completing work responsibilities. The work environment includes both tangible physical conditions and intangible psychosocial factors that shape the employee experience. A positive work environment encourages collaboration, reduces stress, enhances job satisfaction, and ultimately improves performance outcomes. In contrast, a poor work environment may lead to job dissatisfaction, reduced motivation, and increased errors or absenteeism, particularly in service-based organizations such as banking, where accuracy and interpersonal interaction are highly important.

Psychosocial Work Environment

The psychosocial work environment encompasses the interpersonal and emotional dynamics within the workplace, including communication quality, leadership style, teamwork, role clarity, and the level of social support employees perceive. According to Sauter et al. (1998), the psychosocial environment significantly influences employee psychological well-being and work attitudes. A positive psychosocial environment fosters trust, respect,

and open communication, leading to higher motivation, engagement, and emotional stability. Within the context of banking operations, employees frequently engage in customer interactions and administrative coordination, which can generate pressure and stress. Thus, constructive interpersonal relationships and supportive leadership are crucial in maintaining morale and minimizing work-related stress. When employees feel valued and supported, they are more likely to show commitment and deliver consistent performance.

Physical Work Environment

The physical work environment includes the structural and material conditions in the workplace, such as workspace layout, lighting, temperature, air circulation, noise levels, and ergonomic furniture. HRM emphasizes that physical comfort plays a vital role in enabling employees to work efficiently and maintain concentration (Wargocki et al., 2019). Inadequate physical conditions may lead to discomfort, fatigue, health issues, and decreased accuracy—particularly in work environments involving computer-based and repetitive administrative tasks, such as banking services. On the other hand, a well-organized physical environment promotes work effectiveness, reduces distractions, and enhances employee focus and productivity. For Bank Mandiri Taspen Manado Area, ensuring accessible, comfortable, and ergonomically supportive workspace design is essential to maintaining employee performance in delivering high-quality services.

Employee Performance

Employee performance refers to the level of work achievement and effectiveness in fulfilling assigned job responsibilities. Performance is commonly evaluated based on work quality, productivity, timeliness, and adherence to organizational standards (Bernardin & Russell, 2013). In HRM, employee performance is influenced not only by individual competence and motivation but also by organizational factors such as leadership, work environment, and support systems. In the banking sector, high employee performance contributes to service reliability, customer satisfaction, and operational efficiency. Employees who feel mentally supported and physically comfortable in their work environment are more likely to maintain consistent performance, accuracy, and positive customer interaction. Therefore, improving the psychosocial and physical aspects of the work environment becomes a strategic HRM initiative to enhance employee performance and overall organizational outcomes.

Empirical Studies

Osazevaru & Agbor (2022) investigated the effect of psychosocial work environment on the performance of employees of eight (8) oil and gas firms in Nigeria. Survey research design was used and questionnaire was the major data collection instrument which was administered to employees of oil and gas firms. Four (4) psychosocial work environment dimensions (proactive work behaviour, interpersonal relationship, feeling of safety, and job engagement) were used and data obtained were analyzed via descriptive and inferential statistical methods. The simple regression results established positive relationships between employee performance and proactive work behavior, interpersonal relationships, and feeling of safety. For job engagement variable, a negative effect was established.

Korir (2023) studied the effect of psychosocial work environment on employee performance in Public hospitality establishments in Kenya. Social cognitive theory of organizational management was adapted with descriptive and explanatory research designs. The target population was 312 employees out of which 173 formed the sample size. Purposive sampling selected the establishments while simple random sampling selected employees. The analysis revealed psychosocial environment affect employee performance.

Haruna (2024) examined how physical work environment and psychosocial work place factors affect employees' performance in selected State Universities in North East Nigeria. The study used a comparative cross-sectional survey research design in which data was collected through sampling which questionnaire were administered to 335 academic and non-academic staff of Adamawa state university, Mubi, (ADSU), Gombe State University, (GSU), Yobe State University, (YSU). The result revealed that physical workplace factors on employees performance is statistically significant ($\beta = 0.190$, $t = 2.525$, $p < 0.05$). Also it was revealed that psychosocial workplace factors on employee performance is statistically significant. This means that there is significant and positive relationship between physical workplace factors, psychosocial workplace and employees' performance in State Universities in the North East, Nigeria.

Research Hypothesis

H1: Psychosocial Work Environment has a positive influence on Employee Performance at Bank Mandiri Taspen Manado Area

H2: Physical Work Environment has a positive influence on Employee Performance at Bank Mandiri Taspen Manado Area

H3: Psychosocial and Physical Work Environment have a positive influence on Employee Performance at Bank Mandiri Taspen Manado Area

Conceptual Framework

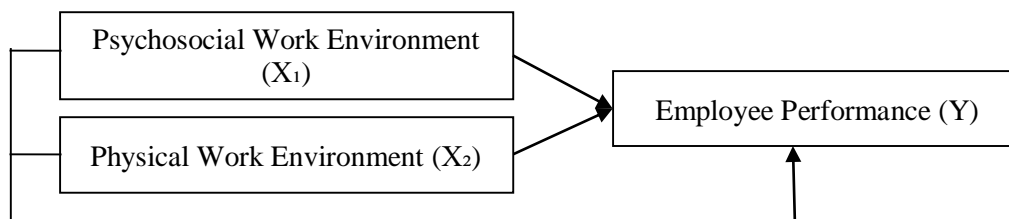


Figure 1. Conceptual Framework

Source: Processed by Author (2025)

RESEARCH METHOD

Research Approach

This study employs a quantitative research design with a causal approach, aiming to examine the influence of the psychosocial work environment and the physical work environment on employee performance. The causal approach is used to determine both partial and simultaneous effects of the independent variables on the dependent variable through statistical hypothesis testing.

Population and Sample

The population in this research consists of employees working at Bank Mandiri Taspen Manado Area. The sampling technique applied is saturated sampling, where all members of the population are included as research respondents. Therefore, a total of 34 employees were selected as the sample for this study. The use of saturated sampling is appropriate when the population size is relatively small and accessible for complete data collection.

Types and Sources of Data

This study utilizes primary data, which were obtained directly from respondents through a structured questionnaire distributed in person. Additionally, secondary data were gathered from academic journals, books, institutional documents, and previous research to support theoretical discussions in the literature review.

Data Collection Method

In this research, primary data was collected by distributing structured questionnaires to employees of Bank Mandiri Taspen Manado Area. A questionnaire is a research instrument consisting of a series of pre-formulated written questions designed to collect information directly from respondents (Sekaran & Bougie, 2016).

Operational Definition and Indicators of Research Variable

Table 1. Operational Definition and Indicators of Research Variable

Variable	Definition	Indicators
Psychosocial Work Environment (X1)	The interpersonal and psychological conditions that shape communication, leadership, teamwork, and social support within the workplace.	Communication, Leadership support, Role clarity, Interpersonal relations
Physical Work Environment (X2)	The structural and material conditions of the workplace influencing employee comfort and work efficiency.	Workspace layout, Lighting, Temperature/ventilation, Noise level, Furniture ergonomics
Employee Performance (Y)	The level of effectiveness and efficiency displayed by employees in completing assigned tasks.	Work quality, Work quantity, Timeliness, Task accuracy

Research Instrument Testing

Validity and Reliability Tests

The validity test ensures that each questionnaire item accurately measures the construct it represents. Items are considered valid if the r-count exceeds the r-table value, indicating a significant correlation between the item and its corresponding variable. Validity enhances the credibility and interpretive accuracy of the research findings.

Reliability refers to the consistency of measurement when repeated under similar conditions. This study uses Cronbach's Alpha to assess internal consistency, where values greater than 0.6 indicate acceptable reliability (Hair et al., 2019). The results confirm that all variables in this study are both valid and reliable.

Data Analysis Methods

Classical Assumption Tests

1. Normality Test

The normality test evaluates whether the data are normally distributed for both independent and dependent variables. It is essential to ensure accurate regression estimation. The Kolmogorov-Smirnov (K-S) test using SPSS was applied, and data were considered normal if the significance value exceeded 0.05.

2. Multicollinearity Test

To This test identifies correlation levels among independent variables. Two indicators were used: the Tolerance Value (>0.10) and the Variance Inflation Factor (VIF) (<10). If these conditions are met, multicollinearity is not a concern (Ghozali, 2018).

3. Heteroscedasticity Test

The Glejser test was used to examine whether the residual variance remains constant. If the p-value exceeds 0.05, it indicates homoscedasticity, meaning the model is free from heteroscedasticity problems and suitable for regression analysis.

Multiple Linear Regression Analysis

Multiple linear regression analysis is employed to determine the relationship between a single dependent variable and two or more independent variables. According to Hair et al. (2019), multiple regression is a fundamental tool in social science research for testing theoretical models and analyzing complex relationships. The regression model used in this study is formulated as follows:

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

Y	= Employee Performance
α	= Intercept
X_1	= Psychosocial Work Environment
X_2	= Physical Work Environment
β_1	= Regression coefficient of each variable
β_2	= Regression coefficient of each variable
e	= Error

Coefficient Correlation (R) and Coefficient Determination (R²)

The correlation coefficient (R) measures the strength and direction of the linear relationship between independent and dependent variables (Field, 2018). Values closer to 1.0 indicate stronger positive relationships.

The coefficient of determination (R²) explains the proportion of variance in the dependent variable that can be predicted by independent variables (Hair et al., 2021). Higher R² values indicate stronger explanatory power of the regression model

Hypothesis Testing

T-Test (Partial Test) and F-Test (Simultaneous Test)

The T-test assesses the partial effect of each independent variable on the dependent variable. The test is conducted at a 5% significance level ($\alpha = 0.05$). A variable is considered significant if the p-value < 0.05 or the t-count $>$ t-table value.

The F-test evaluates whether all independent variables collectively have a significant effect on the dependent variable. The test is performed at a 5% significance level ($\alpha = 0.05$), and the hypothesis is accepted if the F-count $>$ F-table or p-value < 0.05 , indicating that AI adoption, digital marketing, and customer engagement jointly influence business growth

RESULT AND DISCUSSION**Research Result****Validity and Reliability Tests****Table 2. Validity Test Result**

Variable	Number of Items Tested	Minimum r-count	Sig. Value	r-table Standard	Conclusion
Psychosocial Work Environment (X1)	8 items	> 0.3388	< 0.05	0.3388	All items valid
Physical Work Environment (X2)	10 items	> 0.3388	< 0.05	0.3388	All items valid
Employee Performance (Y)	10 items	> 0.3388	< 0.05	0.3388	All items valid

Data Processed by SPSS, 2025.

The results show that all indicators for the variables Psychosocial Work Environment, Physical Work Environment, and Employee Performance meet the validity criteria, where the r-count values exceed the r-table requirement (0.3388) and Sig. < 0.05. Therefore, all questionnaire items are declared valid and can be used in further analysis.

Table 3. Reliability Test Result

Variabel	Conbranch's Alpha	Standar	Result
Psychosocial Work Environment (X1)	0,935	0,6	Reliable
Physical Work Environment (X2)	0,933	0,6	Reliable
Employee Performance (Y)	0,978	0,6	Reliable

Data Processed by SPSS, 2025.

Based on the table 3, all variables have Cronbach's Alpha values exceeding 0.6. These results indicate that the independent variables in this study are reliable.

Classical Assumption Tests**Normality Test****Table 4. Normality Test Result**

		Unstandardized Residual
N		34
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	4,31695145
Most Extreme Differences	Absolute	0,139
	Positive	0,139
	Negative	-0,095
Test Statistic		0,139
Asymp. Sig. (2-tailed) ^c		0,092

Data Processed by SPSS, 2025.

Table 4 shows the SPSS output table and the result of Asymp. Sig. (2- tailed) of 0.092, which is greater than the significance value of 0.05 (5%). The result explains that the data is considered normally distributed.

Multicollinearity Test**Table 5. Multicollinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
Psychosocial Work Environment (X1)	0,188	5,318
Physical Work Environment (X2)	0,188	5,318

Data Processed by SPSS, 2025.

Based on Table 5, the results show that the tolerance values for all independent variables are above 0.10, and the Variance Inflation Factor (VIF) values are below 10. This indicates that there is no multicollinearity among the independent variables.

Heteroscedasticity Test

Table 6. Heteroscedasticity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15,130	4,144		3,651	0,001
Psychosocial Work Environment (X1)	-0,188	0,134	-0,504	-1,397	0,172
Physical Work Environment (X2)	0,003	0,080	0,012	0,034	0,973

Data Processed by SPSS, 2025.

Based on Table 6, the result of the Glesjer test for the significance values for X1 is 0.172, and X2 is 0.973. Since all these values are greater than 0.05, it can be concluded that the regression model does not exhibit heteroscedasticity.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,071	6,805		0,745	0,462
Psychosocial Work Environment (X1)	0,773	0,221	0,550	3,502	0,001
Physical Work Environment (X2)	0,334	0,131	0,399	2,543	0,016

Data Processed by SPSS, 2025.

Based on Table 7, the multiple linear regression equation is formulated as follows:

$$Y = 5,071 + 0,773X1 + 0,334X2 + e$$

The regression equation shows that the Psychosocial Work Environment (X1) and Physical Work Environment (X2) collectively contribute to variations in Employee Performance (Y).

1. The constant value of 5.071 indicates the baseline level of employee performance when both independent variables are assumed to be zero.
2. The coefficient for the Psychosocial Work Environment (X1) is 0.773 with a significance value of 0.001, demonstrating that the psychosocial environment has a positive and statistically significant influence on employee performance. This finding suggests that when employees experience supportive communication, fair leadership, cohesive teamwork, and a sense of belonging within the workplace, their motivation, work morale, and commitment to achieving performance targets increase. In other words, the stronger the psychosocial environment, the better employee performance tends to be.
3. The coefficient for the Physical Work Environment (X2) is 0.334 with a significance level of 0.016, which also indicates a positive and significant effect on employee performance. This suggests that elements of the physical workplace—such as adequate lighting, temperature control, workspace organization, ergonomic furniture, and reduced noise levels—play a meaningful role in supporting employees' concentration, efficiency, and comfort while working. However, compared to the psychosocial work environment, the influence of the physical environment is relatively lower. This implies that although a comfortable physical space is important, employees' performance benefits more from interpersonal support, communication quality, and leadership engagement.

In summary, the results of the regression analysis indicate that both the Psychosocial Work Environment (X1) and Physical Work Environment (X2) significantly contribute to enhancing employee performance, both individually and collectively. Employees are more likely to achieve higher performance outcomes when they feel socially supported and emotionally valued, while also being provided with a physically comfortable and well-organized

workspace. This reinforces the HRM perspective that optimal performance is achieved when organizations address both the social-emotional needs and physical working conditions of employees.

Coefficient Correlation and Coefficient of Determination (R and R²)

Table 8. Model Summary (R and R² Test Results)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	0,856	0,847	4,45403

Source: Data Processed by SPSS, 2025.

The coefficient table shows that the model has an R value of 0.925, indicating a very strong relationship between the independent variables (Psychosocial Work Environment and Physical Work Environment) and the dependent variable (Employee Performance). This suggests that improvements in the work environment are closely associated with increases in employee performance at Bank Mandiri Taspen Manado Area.

The R Square (R²) value of 0.856 indicates that 85.6% of the variation in employee performance can be explained by the two independent variables included in the regression model. This means that the psychosocial and physical work environment collectively provide a substantial contribution to employee performance outcomes. Meanwhile, the remaining 14.4% is influenced by other factors not examined in this study, such as individual motivation, organizational rewards, leadership style, or workload intensity.

The Adjusted R Square value of 0.847 further confirms the stability of the model after adjusting for the number of predictors used. This value indicates that even when accounting for sample size and variable count, the model remains strong and appropriate for explaining employee performance.

Lastly, the Standard Error of the Estimate of 4.45403 indicates the average deviation between observed and predicted employee performance scores. The relatively small error value supports the conclusion that the regression model predicts employee performance effectively and with a high level of accuracy.

Hypothesis Test

F-Test (Simultaneous Significance Test)

Table 9. ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3669,480	2	1834,740	92,484	<,001 ^b
Residual	614,990	31	19,838		
Total	4284,471	33			

Data Processed by SPSS, 2025.

Based on Table 9, the F-count value is 92.529, which is greater than the F-table value of 3.09. Additionally, the significance value is <0,001 which is less than the significance threshold of 0.05 (5%). These results indicate that Psychosocial Work Environment and Physical Work Environment have a positive influence on Employee Performance. With this the third hypotheses (H3) is accepted because the interaction of the Psychosocial Work Environment (H1) and Physical Work Environment (H2) have an positive influence on Employee Performance at Bank Mandiri Taspen Manado.

T-Test (Partial Significance Test)

As shown in Table 7, the variable Psychosocial Work Environment (X1) has a t-value of 3.502 with a significance value of 0.001, which is lower than the significance level of 0.05. This indicates that the Psychosocial Work Environment has a positive and significant influence on Employee Performance. This result suggests that when employees experience supportive communication, constructive teamwork, trust, and leadership attention within the workplace, their motivation and productivity increase. Employees who work in a socially supportive environment tend to feel more valued, engaged, and committed to their work responsibilities. Therefore, H1 is accepted.

Meanwhile, the variable Physical Work Environment (X2) also demonstrates a positive and significant effect on Employee Performance, as reflected in the t-value of 2.543 with a significance level of 0.016. This finding indicates that the physical workspace—such as lighting, room layout, air circulation, noise levels, and ergonomic work facilities—contributes meaningfully to improving employees' comfort and concentration while working. However, compared to the Psychosocial Work Environment, the magnitude of influence from the Physical Work Environment is relatively smaller. This implies that although physical conditions are important to support work

effectiveness, emotional and interpersonal support factors have a stronger impact in enhancing performance. Thus, H2 is accepted.

Overall, the t-test results show that both independent variables—Psychosocial Work Environment and Physical Work Environment—individually contribute significantly to improving Employee Performance. These findings reinforce the importance of creating a workplace that is both socially supportive and physically comfortable in order to strengthen employee productivity and organizational service quality.

Discussion

The Influence Of Psychosocial Work Environment On Employee Performance

The partial t-test results show that Psychosocial Work Environment significantly influences Employee Performance at Bank Mandiri Taspen Manado Area. The findings clearly indicate that the psychosocial aspects of the workplace such as leadership quality, social support, recognition, and manageable demands have an influence on how employees perform. This result highlights the crucial role of a psychologically supportive and socially engaging environment in enhancing employee outcomes. Employees who feel supported by their supervisors, recognized for their efforts, and trusted in decision-making tend to exhibit greater motivation, engagement, and task performance. This is aligned with Rugulies (2019), who emphasized that psychosocial factors such as interpersonal relationships, job roles, and recognition significantly contribute to psychological well-being and performance. Supporting these findings, Anyan et al. (2025) found that elements of the psychosocial work environment, including role clarity, autonomy, performance feedback, and job pressure, were positively and significantly associated with both task and contextual job performance. Similarly, Haruna (2024) also concluded that stable leadership, supportive supervision, and positive peer relationships significantly boost employee satisfaction and effectiveness in Nigerian universities. These empirical studies reinforce the current research findings at Bank Mandiri Taspen Manado Area, emphasizing that a positive psychosocial work environment is not merely a supportive feature but a strategic imperative in improving performance. The bank's efforts to maintain an atmosphere of trust, fairness, and recognition appear to have translated into measurable gains in employee productivity and job satisfaction.

The Influence Of Physical Work Environment On Employee Performance

The partial t-test results indicating that the Physical Work Environment significantly influences Employee Performance at Bank Mandiri Taspen Manado Area. The analysis reveals that physical work environment influence how employees perform their tasks. This finding suggests that tangible aspects of the workplace such as lighting, air circulation, ergonomic furniture, temperature control, and noise management contribute directly to improving employee comfort, focus, and productivity. A well- designed and well-maintained physical environment can reduce distractions, prevent fatigue, and create a workspace that promotes both efficiency and well- being. Robbins and Judge (2022) argued that physical workplace conditions are essential in shaping employee motivation and satisfaction, which in turn influence performance outcomes. The findings of this study are also in line with Rastana et al. (2021), who reported that a positive and organized physical work environment had a significant partial effect on employee performance at a regional financial institution. Similarly, Joseph (2016) discovered that in a hospital setting, the physical environment played a major role in improving staff productivity, although it was not the only influencing factor. At Bank Mandiri Taspen Manado Area, these results underscore the importance of ongoing investment in physical workplace quality such as maintaining proper lighting, ensuring clean air, reducing noise levels, and providing ergonomic furniture. As banking work often requires precision, long hours of desk- based tasks, and sustained mental concentration, a well-planned physical environment becomes vital for maintaining high levels of employee productivity and accuracy.

The Influence Of Psychosocial Work Environment And Physical Work Environment On Employee Performance

The F-test results confirming that the Psychosocial Work Environment and Physical Work Environment together have an influence on Employee Performance at Bank Mandiri Taspen Manado Area. These findings indicate that when both environmental factors are considered jointly, they contribute to enhancing employee performance. These findings support the argument that workplace productivity and effectiveness cannot be optimized by focusing on only one aspect of the work environment. Rather, it is the interaction between psychosocial and physical elements including support from leaders and colleagues, a healthy social atmosphere, recognition, as well as ergonomic workspace, lighting, air quality, and temperature that jointly create an environment conducive to performance. Haruna (2024) concluded that in the context of public institutions, both psychosocial and physical aspects had significant roles in shaping employee performance, with satisfaction in leadership, role clarity, and infrastructure

contributing to a productive workforce. The results of this study affirm the idea that a comprehensive approach to work environment management attending to both psychosocial well-being and physical comfort is essential in high-demand sectors such as banking. By investing in both dimensions, Bank Mandiri Taspen Manado Area not only enhances employee satisfaction and motivation but also improves efficiency, accuracy, and customer service quality.

CONCLUSION AND RECOMMENDATION

Conclusion

1. The psychosocial work environment is found to have the strongest partial effect, indicating that supportive communication, positive interpersonal relations, and constructive leadership play a crucial role in enhancing employee motivation and work effectiveness. Meanwhile, the physical work environment also contributes positively by providing comfort, reducing fatigue, and facilitating task efficiency, although its influence is relatively smaller compared to psychosocial factors.
2. Furthermore the two work environment demonstrating that performance improvement is strongly shaped by the interaction between social-emotional support and physical workspace conditions. Therefore, employee performance can be optimized when organizations ensure both harmonious workplace relationships and comfortable, well-structured work settings.
3. In addition, the findings of this study reinforce the Human Resource Management perspective that employee performance is not only a product of individual ability, but also the result of organizational efforts in managing the environment in which employees work. A sustainable performance improvement strategy must therefore prioritize human-centered management policies, focusing on building emotional support systems and enhancing the quality of workspace infrastructure. This highlights the strategic role of organizational culture, leadership alignment, and workplace design in shaping long-term service excellence and institutional competitiveness.

Recommendation

The following recommendations are proposed:

1. Bank Mandiri Taspen Manado Area should continue to foster a supportive psychosocial environment by strengthening communication channels, promoting trust, ensuring fair treatment, and encouraging employee involvement in decision-making processes. Regular feedback, open dialogue, and recognition programs can significantly improve employee motivation and engagement.
2. Bank Mandiri Taspen Manado Area should maintain and improve the physical work environment to ensure sustained employee performance, the bank should regularly assess and maintain the physical workplace. This includes proper lighting, air ventilation, ergonomic furniture, noise reduction strategies, and comfortable temperature control. Investments in workspace modernization and maintenance will contribute to employee well-being and productivity.
3. Bank Mandiri Taspen Manado Area to adopt a holistic work environment strategy since both psychosocial and physical factors jointly affect employee performance, it is essential for the organization to implement an integrated work environment improvement strategy. This includes routine environmental audits, employee satisfaction surveys, and collaboration between HR and facilities departments to ensure ongoing improvements.
4. Bank Mandiri Taspen Manado Area should encourage employees to express their opinions regarding the work environment. The creation of anonymous feedback systems or suggestion boxes can help identify issues early and empower employees to contribute to workplace improvement initiatives.
5. Bank Mandiri Taspen should implement ongoing monitoring and evaluation mechanisms to assess how changes in the work environment affect employee performance. This could include annual performance reviews tied to environmental satisfaction surveys, allowing for data-driven improvements.

REFERENCES

- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page Publishers.

- Anyan, S. K., Takyi, S., Enyan, E. K., Abubakar, I., Asare, S. K., & Boateng, M. (2025). Impact of Psychosocial Work Environment on Job Performance of Senior Staff Administrators. *Canadian Journal of Educational and Social Studies*, 5(1), 152–177. <https://www.cjess.ca/index.php/home/article/view/310>
- Bernardin, H. J., & Russell, J. E. A. (2013). *Human Resource Management: An Experiential Approach* (6th Ed.). McGraw-Hill Education.
- Hair, J.F., Risher, J.J., Sarstedt, M., & Ringle, C.M. (2019) When to Use and How to Report the Results of PLS-SEM. *European Business Review*, 31, 2-24. <https://www.emerald.com/eb/article-abstract/31/1/2/50197/When-to-use-and-how-to-report-the-results-of-PLS?redirectedFrom=fulltext>
- Haruna, A. (2024). Impact Of Physical Workplace Factors And Psychosocial Workplace Factors On Employees Performance In Selected State Universities In North East, Nigeria. *International Journal of Educational Research and Library Science*, 4(8). <https://taapublications.com/tijerls/article/view/189>
- Joseph, I. (2016). Analysis the Influence of Physical Work Environment and Non-Physical Work Environment on Employee Productivity in General Hospital Gmim Kalooran Amurang South Minahasa Regency. *Jurnal Berkala Ilmiah Efisiensi*, 16(4). <https://ejournal.unsrat.ac.id/index.php/jbie/article/view/13624>
- Korir, J. (2023). Psychosocial Work Environment and Employee Performance in Public Hospitality Establishments in Kenya. *African Journal of Hospitality, Tourism and Leisure*, 12(3), 899-910. https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_7_12_3_899-910.pdf
- Osahon, O. H., & Ebipade, A. (2022). Psychosocial Work Environment And Employees' Performance In Nigerian Oil And Gas Firms. *Journal of Economics, Finance and Management Studies*, 5(12), 3910–3920. <https://ijefm.co.in/v5i12/Doc/53.pdf>
- Rastana, I. M. S., Mahayasa, I. G. A., & Premayani, N. W. W. (2021). Pengaruh Lingkungan Kerja Fisik dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Badan Keuangan Daerah di Kabupaten Tabanan. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, 1(3), 834-843. https://www.academia.edu/89644593/Pengaruh_Lingkungan_Kerja_Fisik_dan_Disiplin_Kerja_Terhadap_Kinerja_Pegawai_Pada_Badan_Keuangan_Daerah_di_Kabupaten_Tabanan
- Robbins, S. P., & Judge, T. A. (2016). *Organizational Behavior* (17th Ed.). Pearson Education.
- Rugulies, R. (2019). What Is A Psychosocial Work Environment?. *Scandinavian Journal of Work, Environment and Health*, 45(1), 1–6. <https://www.sjweh.fi/article/3792>
- Sauter, S.L., Murphy, L.R., Hurrell, J.J. & Levi, L. (1998). *Psychosocial and Organizational Factors*. <https://www.iloencyclopaedia.org/part-v-77965/psychosocial-and-organizational-factors>
- Wargocki, P., Porras-Salazar, J. A., & Contreras-Espinoza, S. (2019). The Relationship between Classroom Temperature and Children's Performance In School. *Building and Environment*, 157, 197-204. <https://www.sciencedirect.com/science/article/abs/pii/S0360132319302987>