

## The Role of the Work Environment on Civil Servant Performance at the Faculty of Economics and Social Sciences, Sultan Syarif Kasim State Islamic University, Riau

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### ABSTRACT

This study aims to analyze the role of the work environment on the performance of civil servants (PNS) at the Faculty of Economics and Social Sciences (FEIS) of Sultan Syarif Kasim Riau State Islamic University. A conducive work environment, both physically and non-physically, greatly influences the improvement of employee performance. This study uses a descriptive qualitative method with data collection techniques through interviews, observations, and documentation of a number of employees in the FEIS UIN Suska Riau environment. The results show that a comfortable work environment, harmonious relationships between employees, and support from leaders have a positive effect on increasing employee motivation, discipline, and responsibility. Conversely, cramped workspaces, ineffective communication, and limited work facilities can reduce work enthusiasm and productivity. Therefore, improving the work environment, both physically and socially, is an important factor in efforts to improving employee performance at FEIS UIN Suska Riau.

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## INTRODUCTION

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The work environment is an important factor that affects employee performance in an organization. According to Sedarmayanti (2017), the work environment is the entirety of tools, materials, and conditions surrounding a person's workplace that can affect the performance of their duties. In a university environment, particularly at the Faculty of Economics and Social Sciences at UIN Suska Riau, civil servants serve as academic and administrative staff who bear significant responsibility in supporting the three pillars of higher education. Work environment factors are not only related to physical aspects such as lighting, layout, and facilities, but also non-physical aspects such as employee relations, communication, and leadership. If the work environment is well managed, employee performance will improve because they feel comfortable and appreciated at work. Conversely, an unfavorable work environment can reduce work enthusiasm, increase stress, and negatively affect productivity.

According to data from the State Civil Service Agency (BKN, 2024), around 38% of civil servants in state universities stated that unsupportive working conditions, such as cramped workspaces, limited computer facilities, and poor lighting, affected their productivity. At UIN Sultan Syarif Kasim Riau itself, internal observations (UIN Suska Riau, 2023) show that of the total 168 permanent employees (PNS) working in various faculties, around 30% of them consider the work facilities to be inadequate, particularly in the areas of academic administration and finance.

An unfavorable work environment often lowers motivation, hinders communication between employees, and impacts the effectiveness of academic services. Conversely, research by Sedarmayanti (2017) confirms that a comfortable, safe, and supportive work environment will increase employee morale and job satisfaction by 40-50% compared to a poorly organized work environment. In addition to physical factors such as cleanliness, layout, and lighting, non-physical factors such as interpersonal relationships, organizational communication, and leadership support also play a major role in improving performance. Based on a survey by the UIN Suska Riau Quality Assurance Institute (2024), 70% of FEIS employees admitted that their work motivation increased when there was open communication between leaders and staff, as well as appreciation for their work.

## Theoretical Framework

### 1. Work Environment

According to Nitisemito (2015), the work environment is everything around workers that can affect them in carrying out their assigned tasks. The work environment can be divided into two types, namely the physical work environment and the non-physical work environment.

- a) The physical work environment includes everything that is tangible and can be directly perceived by the human senses, such as office layout, air temperature, cleanliness, ventilation, and available work facilities. A good physical environment will make employees feel comfortable, safe, and able to work optimally.

- **Workspace Layout** Workspace layout is the arrangement of desks, chairs, cabinets, computers, and other work facilities in Workplace. Good spatial planning must take into account aspects of efficiency, comfort, and work safety. The main objectives of workplace spatial planning are: to facilitate employee movement, to save time in completing work, to create smooth communication between employees, and to increase effectiveness. Characteristics of good spatial planning: Arrangement of work equipment according to needs and work flow. Sufficient space to move around without disturbing others. Sufficient natural and artificial lighting. Ventilation and windows for air circulation.
- **Air Temperature** Air temperature is the level of heat or cold in the workplace that affects employee comfort and concentration. Impact of temperature on performance: Excessive heat can cause fatigue, excessive sweating, and reduced concentration. Excessive cold can cause discomfort, stiffness, and slow movement. Ideal workplace temperature: According to ergonomic standards, the ideal temperature for an office workspace ranges from 22°C to 26°C, depending on humidity and the type of activity. How to maintain a comfortable temperature: Use adequate air conditioning or natural ventilation. Avoid direct sunlight on work desks. Pay attention to air circulation so that fresh air is constantly being replaced.
- **Air and Ventilation** Air in the workplace must be fresh, clean, and well circulated so that workers do not tire quickly and can think clearly. Ventilation serves to regulate the flow of air so that oxygen levels remain adequate and room temperature is stable. Problems with poor ventilation: Causes stuffy and humid air. Causes unpleasant odors. Increases the risk of respiratory diseases or allergies. Efforts to maintain air quality: Open windows or vents periodically. Use indoor plants such as snake plants or peace lilies to help filter the air. Clean air conditioners and air filters regularly. **Workplace Cleanliness** Cleanliness is an important factor that directly affects the health, morale, and professional image of the workplace.
- **Workplace cleanliness** is an important factor that directly affects the health, morale, and professional image of the workplace. Aspects of cleanliness include: Clean floors, desks, and work equipment. Proper waste management (separate organic and inorganic waste bins). Bathrooms and common areas that are always clean and fragrant. No dust, dirt, or insects around the work area. Benefits of a clean work environment: Increased comfort and concentration at work. Reduced risk of illness. Creation of a professional and pleasant working atmosphere.
- **Work Facilities** Work facilities are the tools and infrastructure provided by the organization to support employee operations. Examples of work facilities: Ergonomic desks and chairs. Computers, printers, and internet connections. Break rooms and pantries. Meeting rooms with projectors and presentation

equipment. Work safety equipment (fire extinguishers, first aid kits, etc.)

- b) The non-physical work environment refers to all psychological, social, and emotional conditions that exist in the workplace and influence how individuals interact, communicate, and work within an organization. Unlike the physical work environment, which can be directly perceived by the five senses, the non-physical work environment is abstract but has a significant impact on employee motivation, satisfaction, and performance. According to Nitisemito (2015), the non-physical work environment includes employee relationships, leadership support, organizational communication, work culture, and the work climate created within an agency or company. A healthy non-physical work environment can increase employee morale, loyalty, and sense of responsibility towards the organization.

- **Interpersonal Relationships (Social Relationships in the Workplace)** Interpersonal relationships describe the social interactions that occur between coworkers within an organization. Good relationships create a harmonious, cooperative, and respectful work environment. Characteristics of good employee relations: Mutual respect and appreciation of opinions. Solid teamwork. No personal conflicts that interfere with work. Mutual assistance when colleagues encounter difficulties at work. Benefits of good social relationships: Fostering a sense of togetherness and family. Reducing work stress and boredom. Improving the effectiveness of communication between departments. Encouraging creativity and innovation within the team. Conversely, poor employee relationships (e.g., backstabbing, discord, or internal conflicts) can cause tension, reduce motivation, and have a negative impact on individual and group performance.
- **Leadership Support** Leaders play an important role in creating a positive non-physical work environment. The leadership style applied will affect the psychological atmosphere of employees at work. Leadership support can take the form of: Clear guidance and direction in the performance of tasks. Providing motivation and rewards for work achievements. An open attitude towards suggestions and criticism from subordinates. Fair and non-discriminatory treatment of all employees. Benefits of leadership support: Increases employee trust and loyalty. Encourages employees to work responsibly. Creates harmonious working relationships between superiors and subordinates. Increases job satisfaction and productivity. Conversely, if leaders are authoritarian, unfair, or do not pay enough attention to employee welfare, the work atmosphere becomes tense, motivation declines, and employee performance is affected.
- **Internal Communication System:** Communication is the process of conveying information between individuals within an organization. A good internal communication system ensures that information flows smoothly from leaders to subordinates, between employees, and vice versa. Characteristics of effective communication in the workplace: Messages are conveyed clearly, openly, and without misunderstanding. There is feedback from

the message recipient. Communication is two- way (management ↔ employees). Information is conveyed through the appropriate official channels. The impact of good communication: Improves coordination between departments. Prevents errors in task execution. Increases a sense of Togetherness and mutual trust. Encouraging an open and democratic work environment. Poor communication can lead to misperceptions, conflicts, and reduced work effectiveness.

- **Work Culture** Work culture refers to the values, norms, and habits embraced by all members of an organization in carrying out their duties and responsibilities. Examples of positive work culture values include punctuality, responsibility towards work, cooperation and mutual assistance, integrity and honesty, innovation, and results orientation.
- **Work Culture** Work culture refers to the values, norms, and habits embraced by all members of an organization in carrying out their duties and responsibilities. Examples of positive work culture values include: Punctuality. Responsibility for work. Cooperation and mutual assistance. Integrity and honesty. Innovation and results orientation. A strong work culture will create a positive organizational identity and serve as a guideline for employees in their actions. Conversely, a weak work culture will lead to inconsistent work behavior, low loyalty, and internal conflicts.
- **Psychological Work Climate:** Work climate is the emotional atmosphere felt by employees while working in an organizational environment. Work climate is influenced by leadership style, social relationships, and management policies. A positive work climate is characterized by: A sense of security and comfort at work. Employees are free to express their opinions without fear of pressure. Recognition of achievements. Availability of moral support from leaders and coworkers. Impact: A positive work climate increases motivation, self- confidence, and job satisfaction. Conversely, a negative work climate (full of pressure, conflict, and injustice) can cause work stress and decrease productivity.

## 2. Employee Performance

According to Mangkunegara (2016), performance is the result of the quality and quantity of work achieved by an individual in carrying out their duties in accordance with their assigned responsibilities. Employee performance can be measured through several indicators, such as productivity levels, timeliness, ability to complete tasks, and contribution to the achievement of organizational goals. Performance is not only influenced by individual abilities and skills, but also by work motivation, work environment, leadership, and the reward system implemented by the organization. Employees who are highly motivated and work in a supportive environment usually perform better than those who work under pressure or in an unfavorable environment. Therefore, efforts to improve employee performance need to be carried out comprehensively, both through improving individual competencies and improving working conditions in the workplace.

### 3. The Relationship between the Work Environment and Civil Servant Performance

The Relationship between Work Environment and Civil Servant Performance According to Hasibuan (2018), the work environment has a close relationship with employee performance, especially civil servants.

A Good and supportive work environment can increase the motivation, discipline, and work effectiveness of civil servants. When an employee feels comfortable and valued at work, they will be motivated to work better, be more productive, and have high loyalty to the organization. Conversely, a poor work environment—for example, a tense work atmosphere, disharmonious relationships between employees, or inadequate work facilities—can cause fatigue, stress, and a decline in employee morale. These conditions will ultimately have a negative impact on the performance of individuals and the organization as a whole. Therefore, government agencies need to pay attention to the working environment, both physically and non- physically, in order to create a conducive, productive, and pleasant working atmosphere for all employees. This is one of the important strategies in improving work effectiveness and achieving public organization goals.

## **METHODOLOGY**

This study uses a qualitative descriptive method with a field research approach. This method was chosen because it aims to describe in depth the real conditions of the work environment and its influence on the performance of civil servants (PNS) at the Faculty of Economics and Social Sciences (FEIS) of Sultan Syarif Kasim State Islamic University (UIN) Suska Riau. The qualitative approach allows researchers to comprehensively understand social phenomena through direct observation of behavior, situations, and interactions that occur in the work environment of employees. This research was conducted in the Faculty of Economics and Social Sciences (FEIS) at UIN Suska Riau, which was deliberately chosen (purposive) because it has a large number of civil servants and diverse work activities, making it relevant to study in the context of the influence of the work environment on performance. The data used consisted of primary and secondary data. Primary data was obtained directly from interviews with employees, observations of working environment conditions, and social interactions in the workplace. Meanwhile, secondary data was obtained from faculty administrative documents, activity reports, personnel data, and literature relevant to the research topic.

Informants in this study were determined using purposive sampling, which is the deliberate selection of informants based on specific criteria. The criteria for informants were civil servants who had worked for at least three years at FEIS UIN Suska Riau and had sufficient experience to provide information about the work environment and performance. Data collection techniques were carried out through three main methods, namely in-depth interviews, direct observation, and documentation. Interviews were conducted to explore the experiences, perceptions, and views of employees regarding their working conditions. Observation was used to see firsthand

how the physical and non-physical environment affects work activities. Meanwhile, documentation was used to supplement and strengthen the data from interviews and observations.

Data analysis in this study was conducted using Miles and Huberman's (2014) interactive analysis model, which consists of three main stages, namely data reduction, data presentation, and conclusion drawing. In the data reduction stage, the researcher filtered and selected data relevant to the research focus. Next, the data was presented in narrative form to make it easier to analyze and interpret. The final stage was drawing conclusions and verification to obtain accurate research findings that were consistent with the facts in the field. To ensure data validity, the researcher used source triangulation techniques and methods, namely by comparing the results of interviews, observations, and documentation to obtain consistent and valid data. In addition, member checking was also carried out, which is requesting confirmation from informants regarding the results of the researcher's interpretation so that the information obtained is truly in accordance with their experiences and views. This research was conducted with due regard for research ethics, including maintaining the confidentiality of informants' identities, obtaining consent before conducting interviews, and using data solely for scientific purposes.

With this method, it is hoped that the research can provide a clear picture of how the work environment, both physical and non-physical, affects the performance of civil servants at the Faculty of Economics and Social Sciences, UIN Suska Riau, and serve as consideration for agencies in creating a more conducive and productive work environment.

## **RESULTS AND DISCUSSION**

The results of the interviews show that the work environment has a significant influence on the performance of civil servants (PNS) at the Faculty of Economics and Social Sciences (FEIS) of Sultan Syarif Kasim State Islamic University (UIN) Suska Riau. Based on the results of interviews and observations, it was found that a good working environment—both physically and non-physically—contributes greatly to increasing the enthusiasm, comfort, and productivity of employees in carrying out their daily tasks. In terms of the physical work environment, most employees stated that a neat workspace, adequate lighting, comfortable room temperature, and cleanliness of the work area greatly affect their comfort and focus at work. A neat and clean physical work environment creates a conducive working atmosphere, reduces stress, and encourages time efficiency in completing work. Conversely, inadequate physical conditions such as cramped rooms, poor ventilation, or limited work facilities can cause discomfort and reduce work concentration. This shows that physical factors need to be a major concern for agencies in creating a work environment that supports employee productivity. Meanwhile, in terms of the non-physical work environment, the results of the study show that social relationships between employees and leadership support play a very important role in shaping work motivation. Harmonious relationships between employees, mutual respect, and good teamwork can create a pleasant working atmosphere. Employees feel more motivated when working in a supportive environment, where they can share experiences, help colleagues who are experiencing difficulties, and feel valued as part of the team. In addition, leadership support is also a dominant factor that affects performance. Employees feel more enthusiastic and loyal to the

institution when leaders show concern, provide clear directions, and appreciate the work of their subordinates. Conversely, a lack of communication between leaders and employees or an overly authoritarian leadership style can cause tension and hinder performance. Therefore, a participatory leadership style and open communication are essential for building positive working relationships. However, this study also found several obstacles and challenges that employees still face in carrying out their duties. Some of these include limited workspace, a high workload, and a lack of recognition for employee achievements. These factors can lead to work fatigue and it lowers morale, especially if it is not balanced with adequate management support. Therefore, improvements to the work environment—both physical and non-physical—need to be carried out continuously in order to create a productive, comfortable, and pleasant working atmosphere for all employees. Overall, the results of this study reinforce the theories put forward by Nitisemito (2015), Mangkunegara (2016), and Hasibuan (2018) that a good work environment will increase employee motivation, satisfaction, and work effectiveness. A conducive work environment can encourage employees to work with greater focus, discipline, and responsibility. Conversely, an unsupportive work environment can cause stress and reduce performance. Thus, it can be concluded that improving the quality of the work environment at FEIS UIN Suska Riau is an important strategy in efforts to improve the performance of civil servants. The agency leadership needs to pay attention to the balance between physical and non-physical factors in the work environment, provide adequate facilities, strengthen social relationships among employees, and implement a fair reward system so that employees feel appreciated and motivated to work better. These efforts are expected to improve work effectiveness, productivity, and the quality of public services within the faculty.

## **CONCLUSION**

A good work environment plays an important role in improving the performance of civil servants at the Faculty of Economics and Social Sciences (FEIS) of Sultan Syarif Kasim State Islamic University (UIN) Suska Riau. A conducive work environment not only includes physical aspects such as facilities, layout, cleanliness, and comfort, but also non-physical aspects such as social relationships between employees, leadership style, internal communication, and moral support from leaders.

The results of the study show that a good working environment can increase employee motivation, discipline, and work effectiveness. Employees feel more enthusiastic and productive when working in a clean, organized environment with adequate facilities, supported by a harmonious working atmosphere and leaders who care about the welfare of their subordinates. Conversely, an unsupportive work environment—whether due to limited facilities, poor communication, or a lack of appreciation for employee achievements—can reduce work enthusiasm and overall performance. Therefore, to improve employee performance, the faculty needs to make continuous efforts to improve working conditions. This can be done by updating and adding work facilities, maintaining the cleanliness and comfort of workspaces, strengthening internal communication between employees and leaders, and providing a fair and performance-based reward system. Thus, employees will feel appreciated, motivated, and encouraged to work



more productively, disciplined, and professionally in carrying out their duties and responsibilities.

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