

The Influence of Physical Work Environment and Social Work Environment on Individual Performance in Sinar Mas Land

Mario Julian Prakoso¹, RA. Afera Ratna Wijayanti², Muhammad Affandi³

¹Aviation Management, International University Liaison Indonesia (IULI),
Associate Tower 7th floor Intermark, BSD City, Indonesia, 15310

e-mail: mario.panggabean@gmail.com, [aferaw@gmail.com](mailto: aferaw@gmail.com), [affandi@iuli.ac.id](mailto: affandi@iuli.ac.id)

ABSTRACT. Human resource is the key driver in any organization and will determine the success of the organization. Individual performance is one of the indicators to how well does an employee performance is towards the company. How well does an employee performs can be determined by their individual performance. The individual performance does have factors which are the Physical Work Environment, and Social Work Environment. The physical work environment and social work environment are the x variables to find which of them the main influence that affects the individual performance is. The purpose of this research is to determine how influential are physical work environment and social work environment towards the individual performance of the corporate communications division in Sinar Mas Land. This research thesis uses the quantitative research method. The data is collected using primary data and secondary data. The primary data is gathered using questionnaires through Google forms, and the secondary data is using journal articles, and websites. The questionnaire is distributed to 115 respondents of Sinar Mas Land, and to process the data, this thesis use IBM SPSS Statistics 23 and AMOS 25 Graphics to conduct analysis and to test the hypothesis.

Keywords: Human Resource, Physical Work Environment, Social Work Environment, Individual Performance

1. INTRODUCTION

Managing a company requires that the management team have to manage all of the assets the company owns. One of the key assets that the company have are the human capital. Out of all company's assets, managing human resources is quite a difficult job because of its diversity nature between one individual to another. In human resource management, the manager's job is to ensure the employees performance as well as the organization's goals, meaning that the manager should ensure the working environment that the employee is working in is in a suitable condition. In the events of the Pandemic that happens in the year 2019, quarantine has been implemented in order to prevent the transmission of the virus among individuals. Looking at how the Pandemic of COVID-19 has sent the world into self-isolation and self- distancing, businesses have also been struck with how bad the impacts are. Working environments of each people are uncontrollable because they are required to stay at home using whatever they have at home to produce results in

the office. Other than the physical health of each people that can be affected by the virus, the psychological health of each people are also affected because of the sudden changes in their life routines, depressing news that were spread during the early stages of the pandemic, and overall restrictions that limits the freedom of people (Hossain, Purohit, & Sultana, 2020).

An Employee's performance is affected by a number of variables within the company. Those variables are the working environment that the worker is working in, and the psychological health that the managers need to maintain for maximizing their performance. The psychological health of the employees affect how good they would be performing.

A good psychological health will result in a better working environment for themselves because they would feel less burdened by their work-life balance. A work-life balance is a combination of interactions among different areas of one's employed life and their life at home (Duru & Shimawua, 2017). Having a good work-life balance

will result in a better psychological health, because people need to have their personal needs such as spending time with their families, other than their work-life balance, what affects the psychological health of the employee is their stress. Stress is when the body is experiencing challenges or stressors which would result in the body producing both physical and mental responses which results in stress (Cleveland Clinic Medical Professional, 2021).

The working environment of a company is determined by several variables which are the physical condition of the work-place, the working conditions, and these variables may or may not affect the efficiency of the Individuals that works in said company. The physical condition of the company is the physical aspect of the working spaces that the employees are working in. these physical conditions may be in the form of the spatial layouts of the office, the functionality and the surrounding areas of the office. Other than the physical conditions, the working environment are affected by the working conditions that these employees are working in. These working conditions are determined by the levels of their workload, some personal control in their works, support and relations from work colleagues, and a clear role (Samson, Waiganjo, & Koima, 2015).

Having a healthy workplace can help create a good business sense which can be determined by the level of respect and dedication that are presented by the employees of the company and may also create a high performance work culture that can help encourage the productivity and creativity of the employees. But with the interferences of COVID-19, the preferred work standards are much harder to achieve because of the separations and distances between workers. A good employee performance can help the business grow and this can be determined by looking at how good the company's ratings are. In the society that we are currently living in today, a business can be some sort of a small groups of societies as well (Tran S. K., 2017).

A good individual/employee performance can be seen from simple parameters such as their own task performance, their contextual performance, and their counter productive work performance. Their personal task performance refers to their behaviours that contributes to the good of their service, their contextual performance refers to their behaviours that contributes to the social environment of their company, and their counter

productive work performance refers to their behaviour that has a tendency of harming the wellbeing of the organization (Ramos-Villagrasa, Barrada, Fernandez-Del-Rio, & Koopmans, 2019).

Nowadays, employees possess higher levels of education compared to the past. As a result, they are more inclined to inquire about their work environment, especially since management has become proactive and adaptable. Management has focused on providing a conducive work environment to enhance employee productivity. However, what specific factors contribute to increased productivity remains to be determined through investigations. Unfortunately, a poor work environment and unfavourable conditions pose significant risks to employee health, resulting in reduced enthusiasm and joy in their work. Consequently, work progress is hindered and disrupted.

A past study has been conducted and there has been hypothesized that due to the negative impact of the work environment on employee morale, the importance of creating a favourable physical work environment for workers was emphasized by Mill in 1930, following the aftermath of the First World War. During that time, various management teams recognized the significance of maintaining loyalty and morale by eliminating factors such as extreme temperatures, noise, and pollution from the workplace. With the presumed physical condition of the room, an individual who is working within said area would have trouble focusing in order to do their job. Flickering lights are known to be a distracting phenomenon and it can cause a hindrance of effectiveness for an employee, an unmaintained temperature (too cold or too warm) of a room can cause a person to lose focus in order to find a better condition to work in. In other studies, it is also stated that having a good workplace design to help employee do their job with ease is also linked with the overall performance of each individual in the workspace. One of the examples of a good workplace design is from hotel businesses, in these businesses there are employees who are assigned to work in cleaning service to each floor and rooms. In order to help them carry out their task, it would be beneficial to have a janitor's closet on each floor to help reduce their need to walk back and forth for their cleaning supplies (Chandrasekar, 2011).

This understanding later expanded to encompass

broader concerns, including feelings of job insecurity, perceived unfairness from supervisors, and a lack of acceptance among fellow employees. Recognizing the need for standardized working conditions, legal support was provided through the 1963 law and act of parliament, making it compulsory for all business organizations to meet minimum standards that enhance employee performance as an objective. A previous case study presented a phenomenon during their research where many departmental managers within the company neglect the achievement of departmental objectives in order to seek personal recognition and promotion, often at the expense of workers' welfare. From a short observation of the previous research, it has been found that negligent actions by the managers have significantly impacted workers' performance and morale. As a result, the company's overall state of affairs has led to a negative attitude among employees, which hampers the progress and attainment of the company's set objectives. (Duru & Shimawua, 2017).

Another previous case study has also shown how impactful a social work environment can affect employees of a company. There have been reports of a large corporation who has prepared many physical facilities for their employees such as an indoor smoking room, a relaxation room, a gym, and many physical health facilities available to these employees. But despite the availability of these facilities, the corporate culture of this company disturbs the overall work-life balance that an employee has, and resulted in a reduction in overall individual performance (Wilson, 2022).

2. METHODOLOGY

In this chapter, we will explore the research methods suitable for examining the ability of Supportive Work Environment human resources management to motivate employees in their respective workplaces, addressing the statement of the problem outlined in chapter 1.

In the year of 2019, the employees of any company are forced to stay at home, or at some cases, have a portion of their employees work at the office while the majority of them work from home. This means that the manager's focus is about ensuring proper communication in order to avoid miscommunication from one another, ensuring their work motivation limited to online interactions, focusing on providing vaccine to their employees to help with the safety of their

employees, and implementing a safer and healthy environment measures such as, Vaccination screening, upgrading sensor faucets in the toilet, and pantries and touch points (Sinar Mas Land, 2022). It is now the year 2023, and the Indonesian government has declared cancelation of the PPKM program. This switch means that the people who has been working in the new normal situation now needs to switch back to the old normal where it is implemented WFO (work from office). People are now going back to the offices which means the managers needs to switch back to being able to ensure the previous workspace that the company has is ready to accommodate the returning employees.

The company Sinar Mas Group is a giant multinational corporation that operates mainly in Southeast Asia, and most of their operation is part of providing some sort of Physical product or Service product. Headquarter of operation in Sinar Mas Group is located in Thamrin, Jakarta, and the location that the author is researching is located in BSD City. In this research, the author would like to focus on one of Sinar Mas Group subsidiary which is Sinar Mas Land. Sinar Mas Land is a company that focuses on real estate development. It was first formed as a combination of 2 big developers which are PT.Bumi Serpong Damai, and PT.Duta Pertiwi. Sinar Mas Land has achieved several notable property development and has reached international success with their business. Some of their achievements are the creation of BSD City Township, Kota Deltamas, Plaza Indonesia, BSD Green Office Park, Le Grandeur Jakarta, and many more.

It has come to the author's attention that one of the working environment of Sinar Mas Land located in The Breeze location is currently unfinished such as having only concrete floors which leads to having a lower overall quality of the standard working environment Sinar Mas generally has. It is also known that companies are required to have only 50% of their maximum capacity of people that are allowed to go into the office and this resulted in a mass dispersion of employees to other buildings to accommodate and fit the criteria of 50% maximum capacity. Because of this, it can be seen that there may be a dissolution of dynamic within divisions because of it. From the previous statement, the author is curious about the effectiveness of the employees that are working within that location and does a lesser quality working environment would affect the overall performance of the

employee.

We can take an example from Sinar Mas Land's company, specifically in their Sinar Mas Land Plaza building at The Breeze. In the pandemic era they have to make adjustments regarding the new government policy that has been released which are to restrict people's movement. From this new government policy, which companies need to follow, they have to switch their operations from working in the office, to working from home. As expected, this creates conflicts such as communication problems, fluctuating work time, a sudden need for new subscription to the internet for communications needs, and other necessities to accommodate the new normal working condition. Not only that there are now people who are working at home, but there has been a sudden need to create some form of extra workspace in order to accommodate employees who are needed to be stationed in the office regardless of the current pandemic regulation such as the corporate communication team. These team is required to work in the office in the event where a crisis may happen and the company needed a public statement out.

Type of Study

This Research conducts descriptive studies that can describe the characteristics or certain phenomenon that occurs with analytical research that may reveal a certain pattern on how certain actions and or phenomenon occurs. This study uses the Quantitative research study method where it employs a structured approach to examine events or data and elucidate the connections between elements that facilitate understanding, prediction, or control of an event (QuestionPro.com, 2023).

Type of Data

The data collection method is a form of method that needs to be taken in order to acquire the data needed for the research to be complete. In this study, the author uses primary source of data collection. The primary source data collection is a set of data that are obtained using interviews and questionnaires that are spread by the researchers. The implementation of primary data acquirement is done by communication by using either an interview or a questionnaire in the form of a survey of the desired individuals/respondents (Researchmethod.net, 2022).

Primary Data Collection

The researcher will directly collect primary data

through methods such as observation, interviews, and questionnaire distribution, without involving intermediaries or third parties. In this study, the researcher will personally observe the Corporate Communications Division within Sinar Mas Land as well as their employees.

3. POPULATION AND SAMPLE SIZE

Population

A population is a group of individuals who represent the distinctive characteristics of concern in the scope of research. The population for this research will be provided by one of the divisions within a company in the Tangerang region that operates in the developer/property business. The data is collected through an online questionnaire with the help of Google Forms.

Sample

Sample is known as a part of the population that is within the scope of the research. For this reason, samples taken from the population must be truly representative. In this study, proportionate stratified random sampling. Probability sampling is a sampling method that offers each member of the population an equal chance to be chosen as a sample member.

Sampling Size

The sample size will be determined by using the Raosoft Software which are available online. The usage of Raosoft is to determine the margin of error, the confidence of data, and the response distribution based on the population available to the researcher.

The sample size is determined using Rao soft, considering factors such as the population size and margin of error. This includes:

1. The margin of error, which represents the percentage of errors in the data compared to the population. For example, a 5% margin of error indicates that the data may have a 5% error within a 95% confidence interval.
2. The confidence level, which indicates the accuracy level of the data. A 90% confidence level means that there is a high probability of people providing truthful responses in the questionnaire.
3. The population size, which refers to the total number of individuals relevant to the research.
4. Response distribution, which determines the minimum number of completed questionnaires required to achieve the desired confidence level and margin of error.

From this conclusion, the minimal sample size for this research would be 89 data out of a total of 115 data.

Quantitative Studies

Quantitative studies place a higher priority on precise measurements and the statistical, mathematical, or numerical analysis of data collected through surveys, questionnaires, and polls, as well as through the manipulation of historical statistical data through computational methods. The primary goal of quantitative research is to collect numerical data in order to generalise findings across groups or to clarify a particular phenomenon (Babbie, 2010).

Method of Analysis

Descriptive

Because of using the LIKERT scale in the questionnaire, this research uses the Descriptive analysis to process numerical data. Descriptive analysis processes the collected data using an abundance of equations and analysing as well as summarizing the characteristics of the data.

Hypothesis Testing

As recommended, this thesis uses the Structural Equation Modelling (SEM) to analyse the correlation between variables. This process is done using the SPSS AMOS program where it would show the exact relation in numerical data to understand the influence each variable from each other (Anantadjaya & Nawangwulan, 2018).

Model Fit Criteria

In determining the fitness of the model compared to the questionnaire and the proposed research model, a model fit criteria is needed. In the correlation test, this research uses AMOS statistical program, which facilitate the calculation of correlations through path analysis. To begin AMOS testing, the model should be capable of estimating using data from SPSS or Excel. Once all errors were resolved, AMOS successfully processed the data, and the model fit criteria were assessed in the View Test Output section (Anantadjaya & Nawangwulan, 2018).

4. RESULTS AND DISCUSSION

Respondents Characteristics

This study included respondents from diverse backgrounds, considering factors such as age, gender, and work experience. All participants were employees of the Corporate Communications Division of Sinar Mas Land. 115 questionnaires were spread to the respondents for data collection. The respondents provided well-organized data, resulting in a data processing phase free of any errors.

The respondents' gender distribution is 60 Male or about 52.2% of the sample and 55 Female or about 47.8% of the population. This means that the employees of Sinar Mas Land's Corporate Communication Division is mostly male.

The data is divided into <1 Year (9.6%), 1-5 Years (41.7%), 5-10 Years (14.8%), 10-20 Years (23.5%), and more than 20 Years of experience (10.4%). The corporate communications division of Sinar Mas Land is dominated by people who have a work experience of about 1-5 years.

The data is distributed into 18-23 Years old (14%), 24-28 Years old (26%), 29-34 Years old (28%), 35-39 Years old (10%), 40-45 Years old (16%), and above 45 Years old (6%). The population of the corporate communication is mostly dominated by people aged around 29-34 years old accompanied by the 24-28 year old employees.

Description on Research Variable

Variable 1: Physical Work Environment

The physical work environment encompasses the surrounding environment of the workspace that the employee have direct access to in a physical sense. The researcher investigates the possible factors that might affect the physical work environment that an employee works in. First, with the current lighting condition that the current workspace the employee works in will affect how comfortable they are in working in that workspace. Secondly, the cleanliness of a working environment will affect the health of the employees working in the workspace, a clean workspace will lead to a better comfort, as well as a better health to the employee. Thirdly, the availability of air conditioning, as well as its quality can also attune to the comfort and health of the employee as was previously mentioned. Thus the indicators of the physical work environment be the Lighting condition, the General Cleanliness of the workspace, and the Air condition.

Variable 2: Social Work Environment

The social work environment encompasses the intangible environment the employee experiences in the workspace. The researcher discovered several impacting factors that affects the social work environment for the employees. First, how secure is their future working in the company will affect how well they perform, if they have no real reason to stay with bleak future in the company, their performance tend to deteriorate. Secondly, the relationship with other workers affects how well their social needs is fulfilled in the organization and how well they can seek help with someone level with them. Thirdly, how well balanced is their life compared to the work they have to do in order to make a living whilst in the organization. Fourthly, how the organization

recognized the work they have put in for the organization. And fifthly, how well is their relationship with their immediate supervisor and how well are they to collaborate in the task that were given in order to achieve maximum efficiency. These factors are the indicators for the social work environment variable.

Variable 3: Individual Performance

The individual work performance is the willingness and result of each employee within the surrounding organization. The researcher determines the possible factors that may affect their individual performance. First, Task performance which reflects on how well each employee does their task, achieves their targets, and how well they are able to manage their time in doing each work. Second, Contextual Performance which reflects on the willingness and ability of each employee to do extra tasks despite their existing job. Third, Counter-productive work performance which reflects on how the individual's behaviour that affects the organization negatively and how often do they do these actions.

Results on Test

Pre-Test on Validity and Reliability Test

60 questionnaires are distributed to prospective respondents regarding the variables of Physical Work Environment, Social Work Environment, and Individual Performance. The data reveals that all participants who completed the questionnaires provided answers to all the questions, resulting in complete data. The "Exclude" value indicates the number 0, signifying that the researcher has all the

required information. There were 60 valid responses, representing 100% of the total.

Pres-Test Case Processing Summary :

Case Processing Summary			
		N	%
Cases	Valid	60	100.0
	Excluded ^a	0	.0
	Total	60	100.0

The Kaiser-Meyer-Olkin Measurement of sampling adequacy, which are based on the KMO and Bartlett's Test, yielded a result of 0.564, with a significant level set at 0.5. This indicates of questionnaire's validity which are considered valid because of the score being above the significant level set.

Pre-test KMO and Bartlett's Test :

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.564
Bartlett's Test of Sphericity	Approx. Chi-Square	399.680
	df	276
	Sig.	.000

The table below displays the results of reliability testing. According to the SPSS table, The Cronbach's Alpha value based on Standardized items is 0.792. This indicates the data that is obtained from the questionnaire created by the researcher is reliable which are reflected by the higher level of questionnaire data reliability.

Pre-test Reliability Testing :

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.794	.792	36

Post-Test on Validity and Reliability Test

A total of 115 questionnaires were distributed to prospective respondents regarding the variables of Physical Work Environment, Social Work Environment, and Individual Performance. The data reveals that all participants who completed the questionnaires provided answers to all the questions, resulting in complete data. The "Exclude" value indicates the number 0, signifying that the researcher has all the required information.

There were 115 valid responses, representing 100% of the total.

Post-test Case Processing Summary :

Case Processing Summary			
		N	%
Cases	Valid	115	100.0
	Excluded ^a	0	.0
	Total	115	100.0

The Kaiser-Meyer-Olkin Measurement of sampling adequacy, which are based on the KMO and Bartlett's Test, yielded a result of 0.564, with a significant level set at 0.5. This indicates of questionnaire's validity which are considered valid because of the score being above the significant level set.

Post-test KMO and Bartlett's Test :

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.56
Bartlett's Test of Sphericity	Approx. Chi-Square	437.10
	df	27
	Sig.	.00

The table below displays the results of reliability testing. According to the SPSS table, The Cronbach's Alpha value based on Standardized items is 0.737. This indicates the data that is obtained from the questionnaire created by the researcher is reliable which are reflected by the higher level of questionnaire data reliability.

Post-test Reliability Testing

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.744	.737	36

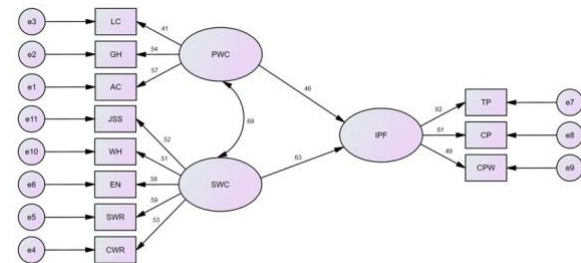
Results on Hypothesis Testing

Structural Equation Modelling (SEM) Test using AMOS 25

Running the data with the help of SPSS, we have determined the validity and reliability of the questionnaire that is being used, as well as running it through the pre-test of the data to prospective candidates that represents the entirety of the population, as well as the post-test where the entirety of the population is tested. The following

is a structural equation modelling using the help of a program called AMOS 25 to determine which of the variables and sub-variables is most significant using the standardized regression and standardized regression weight values.

Structural Equation Modelling :



Source: (AMOS SPSS 25, 2023)

- PWC = Physical Work Environment
- IP = Individual Performance
- LC = Lighting Condition
- TP = Task Performance
- GH = General Hygiene
- CP = Contextual Performance
- SWC = Social Work Environment
- CPW = Counter-Productive Work
- JSS = Job Safety & Security
- EN = Esteem Needs
- WH = Working Hours
- CWR = Co-Worker Relationship

The table below reveals the determined correlation and range of association for path analysis on each variables.

Rules of Thumb for Level of Association

Coefficient Range	Strength of Association
± 0.81 to ± 1.00	Strong
± 0.61 to ± 0.80	Moderate
± 0.41 to ± 0.60	Weak
± 0.21 to ± 0.40	Very Weak
± 0.00 to ± 0.20	None

Source: (Anantadjaya & Nawangwulan, 2018)

From the Equation above, here are the explanations towards the graph presented:

1. Physical Work Environment to Individual Performance
As shown in the equation above, the number between the PWE and IP is 0.46, meaning that the

influence of the PWE is 46% influential towards Individual Performance. Referring towards the table for Rules of Thumb, it can be seen that the physical work environment have a weak influence towards the Individual performance.

2. Social Work Environment to Individual Performance

Presented in the equation above, the number between SWE and IP is 0.63, meaning the influence of Social work environment affects 63% of Individual performance. Referring to the table for Rules of Thumb, the SWE has a moderate influence to Individual performance.

3. Social Work Environment and Physical Work Environment

The SWE and PWE is calculated to have a correlation with each other. According to the AMOS graph, it is predicted that 0.69 or about 69% of each SWE and PWE affected each other. And according to the rule of thumb, it seems that the influence of each SWE and PWE is considered weak

4. Physical Work Environment

a. Lighting Condition

In the graph equation, it is shown that the number between LC and PWE is 0.41, which means that the influence of lighting condition affects about 41% towards the physical work environment. According to the rule of thumb, the Lighting condition would have a weak influence towards the Physical Work Environment

b. General Hygiene

General Hygiene, according to the graph above has a number of 0.54, this means that the PWE is affected by the GH by 54%. Referring to the rule of thumb Table, the GH has about a weak influence towards PWE.

c. Air Conditioning

The graph above shows the correlation of AC to PWE according to the graph is 0.57, this means that the AC affected the overall PWE variable about 57%. Referring to the rule of thumb table, the AC have a weak influence towards PWE.

5. Social Work Environment

a. Job Safety & Security

The graph above shows the correlation of JSS to SWE according to the graph is 0.52, this means that the JSS affected to the SWE variable about 52%.

Referring to the rule of thumb table, the JSS have a weak influence towards SWE

b. Working Hours

The graph above shows the correlation of WH to SWE according to the graph is 0.51, means that the WH affects SWE for about 51% which according to the rule of thumb table declares that it has a weak influence towards the WH.

c. Esteem Needs

The graph above shows the correlation of EN to SWE according to the graph is 0.58, means that the EN affects SWE for about 58% which according to the rule of thumb table declares that it has a weak influence towards the SWE.

d. Supervisor Work Relation

The graph above shows the correlation of SWR to SWE according to the graph is 0.59, means that the SWR affects SWE for about 59% which according to the rule of thumb table declares that it has a weak influence towards the SWE.

e. Co-worker Work Relation

The graph above shows the correlation of CWR to SWE according to the graph is 0.53, means that the CWR affects SWE for about 53% which according to the rule of thumb table declares that it has a weak influence towards the SWE.

6. Individual Performance

a. Task Performance

The graph above shows the correlation of TP to IP according to the graph is 0.62, means that the TP affects IP for about 62% which according to the rule of thumb table declares that it has a moderate influence towards the IP.

b. Contextual Performance

The graph above shows the correlation of CP to IP according to the graph is 0.61, means that the CP affects IP for about 61% which according to the rule of thumb table declares that it has a moderate influence towards the IP.

c. Counter-productive Work Performance

The graph above shows the correlation of CPW to IP according to the graph is 0.49, means that the CPW affects IP for about 49% which according to the rule of thumb table declares that it has a Weak influence towards the IP.

Model Fit Criteria

Criteria Goodness of Fit Model	According to (Ghifary, 2021)	Amos Result	Goodness of Fit Result
CMIN/df (Normed Chi-Square)	CMIN/df \leq 5 = Better	1.143	Fit

Hypothesis Analysis

RMSEA (Root mean square error of approximation)	RMSEA \leq 5 = Better	0.35	Fit
GFI (Goodness of fit index)	GFI value closer to 1 = Better	0.928	Fit
AGFI (Adjusted goodness of fit index)	AGFI closer to 1 = Better	0.887	Fit
TLI (Tucker-lewis index)	TLI value closer to 1 = Better	0.962	Fit
CFI (Comparative fit index)	CFI value closer to 1 = Better	0.971	Fit

The AMOS program involve analysing hypothesis analysis through path analysis, examining regression weights, standardized regression weights, correlations, and covariance.

Regression Weight Model

			Estimate	S.E.	C.R.	P	Label
IP	<---	PWE	0.462	0.263	1.757	0.079	par_9
IP	<---	SWE	0.832	0.342	2.431	0.015	par_10
AC	<---	PWE	1				
GH	<---	PWE	0.785	0.208	3.771	***	par_1
LC	<---	PWE	0.611	0.194	3.142	0.002	par_2
CWR	<---	SWE	1				
SWR	<---	SWE	1.388	0.324	4.288	***	par_3
EN	<---	SWE	1.539	0.361	4.268	***	par_4
TP	<---	IP	1				
CP	<---	IP	0.712	0.139	5.112	***	par_5
CPW	<---	IP	0.813	0.189	4.289	***	par_6
WH	<---	SWE	1.073	0.272	3.948	***	par_7
JSS	<---	SWE	1.227	0.308	3.98	***	par_8

Source: (AMOS SPSS 25, 2023)

The majority of the criteria mentioned in Chapter 3 are listed in the table above, indicating a good fit. A successful model should pass the Goodness of Fit test and meet various requirements. The model's positive results for test factors such as p-value, RMSEA, RMR, and CMIF/df suggest its excellence and suitability for this study.

Managerial Discussion

According to the acquired results from the data, which are from the Physical Work Environment, the Social Work Environment, and Individual Performance, It is seen that physical work environment have somewhat of a weak influence towards how well an individual performs in the organization, at the same time, it also seems that the

Social Work Environment has a moderate influence towards how well an individual performs in the organization.

A short conclusion from the data we have so far, it seems the population of the corporate communications division within PT. Sinar Mas Land values a good social working environment. Meaning that the population of said division have a better work performance alongside a good social work environment. Even though it is rather weak, but physical work environment does influences how well the population of corporate communication performs. Aside from that, it is seen that the social work environment and physical work environment does have a moderate influence with each other, meaning that a good physical work environment would lead to a better social work environment as well.

Results on Hypothesis Testing

Hypothesis	Measurement	Criteria Value	Result		Conclusion
H1	Physical Work Environment to Individual Performance	P-Value < 0.05 indicates significant the influence	0.079	Insignificant	Accepted Influence
		The regression weight value indicates the influence	0.46	Weak	
H2	Social Work Environment to Individual Performance	P-Value < 0.05 indicates significant the influence	0.015	Significant	Accepted Influence
		The regression weight value indicates the influence	0.63	Moderately	

Influence of Physical Work Environment to Individual Performance

H1: Physical Work Environment has a significant effect on Individual Performance. The relationship between the physical work environment and individual performance is deemed to be insignificant based on the findings of the hypothesis testing. The p-value of 0.079, which is higher than the predetermined significance level of 0.05, supports this conclusion. Furthermore, with a coefficient of only 46%, the relationship between the physical work environment and individual performance is regarded as being weak. As a result, the null hypothesis is accepted, proving that the physical work environment has no discernible impact on an individual's performance in this study.

Influence of Social Work Environment to Individual Performance

H2: Social Work Environment has a significant effect on Individual Performance.

It is clear from the results of the hypothesis testing that there is a significant connection between individual performance and the social work environment. The p-value of 0.015, which is greater than the established significance level of 0.05, supports this. Furthermore, there is a moderate correlation (0.63, or 63%), between the social work environment and individual performance. In light of the significant influence of the social work environment on individual performance, the hypothesis testing result between social work environment and performance is accepted.

SUMMARY

The analysis process of the data in this research is done quantitatively and using the Structural Equation modelling to help determine the influence between the variables. Below is the summary, conclusion and recommendation from the researcher based on the data gathered and processed in the previous chapter.

Summary

From understanding the importance of many factors that affects the workspace as well as utilizing those workspace in order to achieve better efficiency and effectiveness in their employee, Sinar Mas Land has provided their employee with rather sufficient accommodations for their employee. With the available social work environment, and physical work environment, they intend to make sure the performance of their employee is satisfactory.

5. CONCLUSION

As the research question states, this study aims to understand the importance and influence of physical work environment and social work environment and how it affects the individual performance. Thus in order to determine the influence of each variable, the following research question was made:

1. How significant does physical work environment influence individual work performance at the Corporate Communication Division of PT. Sinar Mas Land?
2. How significant does social work environment influence individual work performance at the Corporate Communications of PT. Sinar Mas Land?

Physical Work Environment to Individual Performance

From the data, it is seen that the influence of Physical Work Environment showed a number of 46% and is considered as a weak influence. In a short summary, the physical work environment in Sinar Mas Land weakly affects how well individuals are able to perform with the surrounding environment manufactured by Sinar Mas Land. The supporting components of this variable which are the Lighting condition, the hygiene, as well as the air conditioning of the location have an impact towards physical work environment even if it's considered of weak impact. This would mean that though it may not be of importance, it does have some form of impact towards their performance.

Social Work Environment to Individual Performance

From the data, it can be seen that the influence of Social Work Environment showed a number of 63% and is considered of moderate influence. This would mean that the social work environment in Sinar Mas Land moderately affects how well an individual performs given the surrounding environment that is created by the people of Sinar Mas Land. The supporting components of this variable which are Job Safety & Security, Working Hours, Esteem Needs, relationship between co-workers, and supervisor relations have a moderate impact towards the social work environment variable. This would mean that the social work environment impacted the individual performance stronger compared to the availability of physical work environment.

REFERENCES

Anantadjaya, S. P., & Nawangwulan, I. M. (2018). *Simple Steps for Your Business Research: Tips & Tricks*. (Dr. Satiri, T. A. Rachmat, MM (Hos), & D. W. Saputra, Eds.) Tangerang, Banten, Indonesia: Kang Guru Beruang.

Bagus, A. P. (2021, February 16). Analysis of the Influence of Employee Engagement and Organizational Citizenship Behavior on the Performance of Individual Employees (Case Study at Inti Inc.). Retrieved March 31, 2023, from *Jurnal Manajemen* Maranatha: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3743333

- Eliyana, A., Muzakki, & Ma'arif, S. (2019, September 5). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. doi:10.1016/j.iedeen.2019.05.001
- Ghifary, P. A. (2021). The Impact of Brand Image and Product Quality on Customers Loyalty: A Case Study on Geprek Bensu, BSD. Faculty of Business and Social Sciences IULI, 1-119.
- Ghozali, I. (2004). Model Persamaan Struktural: Konsep dan Aplikasi dengan program AMOS ves. 5.0. Badan Penerbit Universitas Diponegoro. Google Editor. (n.d.). From the garage to the Googleplex. Retrieved March 9, 2022, from Google: <https://about.google/our-story/>
- Haholongan, R., & Elviayuliana. (2022, December). The Influence of Compensation, Motivation, Work Environment, and Work Discipline on Job Satisfaction. *International Journal of Social Science*, 2(4), 1903-1912. doi:10.53625/Ijss.V2i4
- Hasibuan, S. M., & Bahri, S. (2018). Pengaruh Kepemimpinan, Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja. *Jurnal Ilmiah Magister Manajemen*, 1(1), 71-80. doi:10.30596/maneggio.v1i1.2243
- Horrevorts, M., Ophem, J. V., & Terpstra, P. (2018, August). Impact of Cleanliness on the productivity of employees. *Facilities*. doi:10.1108/F-02-2017-0018
- Hossain, M. M., Purohit, N., & Sultana, A. (2020). Mental health outcomes of quarantine and isolation for infection prevention: a systematic umbrella review of the global evidence. *Epidemiology and Health*, 11.
- Huangfu, G., Sheng, C., & Shi, X. (2017). Effect of workplace environment cleanliness on judgment of counterproductive work behaviour. *Social Behaviour and Personality*, 599-604. doi:10.2224/sbp.6083
- Jabeen, R., & Rahim, N. (2020, August 10). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance. Retrieved March 25, 2023, from *Management Science Letters*: http://www.m.growingscience.com/msl/Vol11/msl_2020_275.pdf
- Jain, R., & Kaur, S. (2014, January 1). Impact of Work Environment on Job Satisfaction. *International Journal of Scientific and Research Publications*, 4(1), 8. Retrieved March 18, 2022, from <http://www.ijsrp.org/research-paper-0114/ijsrp-p2599.pdf>
- Khorey, M. (2021, February 10). Importance of Employee Job Security for Workplace Success. Retrieved June 10, 2022, from Yoh website: <https://www.yoh.com/importance-of-employee-job-security-for-workplace-success>
- Kim, M., & Beehr, T. A. (2018). Organization-Based Self-Esteem and Meaningful Work Mediate Effects of Empowering Leadership on Employee Behaviors and Well-Being. *Journal of Leadership & Organizational Studies*, 1-14. doi:10.1177/1548051818762337
- Naharuddin, N. M., & Sadegi, M. (2013). Factors of Workplace Environment that Affect Employees Performance: A Case Study of Miyazu Malaysia. *International Journal of Independent Research and Studies*, 2(2), 66-78. Retrieved April 27, 2022
- Pradnyana, M. A., Agung, A. A., & Landra, N. (2019, March 27). The Effect of Competence on Employees Performance With Physical and Leadership Work Environment as Moderating Variables on CV. *Bali Bhuna Garment Denpasar. International Journal of Sustainability, Education, and Global Creative Economic*, 2(1), 39-47. doi:10.1234/ijsegce.v2i1.55
- Rahmi, T. E., Wibowo, S., & Mukti, M. A. (2018, March). The Effect of Physical Work Environment, Work Safety, Occupational Health and Work Discipline on Employee Productivity. *Journal of Research in Management*, 1(4), 33-41. doi:10.32424/jorim.v1i4.56
- Ramos-Villagrana, P., Barrada, J., Fernandez-Del-Rio, E., & Koopmans, L. (2019, September 7). Journal of Work and Organizational Psychology. Retrieved March 25, 2023, from *Assessing Job Performance Using Brief Self-report Scales: The Case of the Individual Work Performance Questionnaire*: <https://www.redalyc.org/journal/2313/231362057006/231362057006.pdf>

Raosoft. (2023, June 14). Sample Size Calculator. Retrieved from Raosoft: <http://www.raosoft.com/samplesize.html?nosurvey>

Sinar Mas Land. (2022, April 8). Sinar Mas Land Annual Report 2021. Retrieved May 21, 2023, from Sinar Mas Land: <https://www.sinarmasland.com/app/uploads/2022/04/Annual-Report-2021.pdf>

Sugiarto. (2022). Metode Penelitian Bisnis. Yogyakarta: CV Andi Offset.
Taheri, R. H., Miah, S., & Kamaruzzaman. (2020, December 6). Impact of Working Environment on Job Satisfaction. *European Journal of Business and Management Research*, 5(6), 1-5. doi:10.24018