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Effect of the Physical Work Environment on Employee Performance at the Labor Office of Samarinda City

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ABSTRACT

This study aims to analyze the effect of the physical work environment on employee performance at the Samarinda City Manpower Office. The method used is a quantitative approach with a correlative type of research. Data collection was carried out through distributing questionnaires to 60 respondents who were active employees at the Samarinda City Manpower Office. The analysis techniques used include validity, reliability, classical assumptions, and simple linear regression tests using SPSS version 25. The results showed that the physical work environment has a significant effect on employee performance. This proves that improving the quality of the physical work environment is in line with improving employee performance. The practical implication of these findings is that the management of the Manpower Office of Samarinda City needs to pay more attention to physical factors in the workplace such as lighting, ventilation, temperature, and ergonomic layout as part of a strategy to increase productivity. Implementation of improvements in the physical work environment based on empirical results can be a concrete step in supporting bureaucratic reform and improving the quality of public services. The novelty of this research is its focus on local government agencies which are still rarely the object of research in the context of the relationship between the physical work environment and performance. This research provides an up-to-date empirical contribution using a systematic quantitative approach, as well as providing local evidence relevant to the development of public sector human resource management in Indonesia.

Keywords: Physical Work Environment; Employee Performance; Government Agencies; Productivity

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INTRODUCTION

The standard of governmental provisions within a government agency is strongly influenced by the performance of employees who carry out its operational functions (Robbins, 2017). In this context, the physical aspects of the work environment such as lighting, ventilation, and workspace layout are considered significant factors that influence employee productivity, comfort, and motivation (Sedarmayanti, 2017). The Manpower Office of Samarinda City, as an institution responsible for administering regional employment governance, bears a strategic role in shaping a conducive work ecosystem to enhance the performance of its civil apparatus.

However, based on preliminary observations conducted in the field, several issues related to the physical work environment were identified, including inadequate natural lighting, suboptimal air circulation, and limited mobility space within certain office areas. These conditions may impair service quality and reduce the operational efficiency of employees, in line with the notion that poor workplace conditions can lead to reduced focus, increased fatigue, and lower work enthusiasm (Nitisemito, 2018).

Theoretically, the relationship between physical work environment and employee performance can be explained through the lens of ergonomics and environmental psychology. According to Herzberg's Two Factor Theory, physical work conditions fall under hygiene factors, which, if neglected, can lead to dissatisfaction and demotivation (Herzberg, 1968). Furthermore, the Job Demands-Resources (JD-R) model posits that physical conditions serve as resources that help mitigate job demands, reduce stress, and enhance performance (Bakker, A. B., & Demerouti, 2007).

Empirical studies have supported the importance of the physical environment on performance. (Soelistya *et al.*, 2021) found that ergonomic workplace design contributes positively to work comfort and the acceleration of task completion. Similarly, (Yulianti *et al.*, 2025) and (Alam, 2020) highlighted that poor physical environments are associated with increased job stress and decreased job satisfaction. In contrast, a study by (Nurafni *et al.*, 2024) revealed that the impact of the tangible workplace setting is not always significant and may vary depending on organizational context and employee characteristics.

This inconsistency in research findings presents a knowledge gap that warrants further investigation. This study, therefore, aims to provide empirical evidence by focusing specifically on local government institutions an area that remains underrepresented in the literature. The research is not only expected to address practical challenges faced by the Samarinda City Manpower Office but also contribute to the theoretical development of human resource management in the public sector.

The main objective of this research is to investigate the influence of the tangible workplace environment on the performance of staff at the Manpower Office of Samarinda City. Utilizing a quantitative approach and primary data collected from active employees, this study seeks to derive objective conclusions regarding the relationship between the two variables. Broadly, the research findings are expected to enrich the academic discourse on workplace environments in public organizations and offer a scientific basis for formulating strategic policies to enhance the quality of governmental service delivery.

LITERATURE REVIEW

The physical work environment is a critical dimension in modern job design, playing a pivotal role in determining the effectiveness of human resource management (HRM). No longer seen merely as a physical space where tasks are carried out, the work environment is increasingly recognized as a strategic organizational component that can shape

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employee behavior, influence psychological well-being, and ultimately drive individual and collective performance (Usman *et al.*, 2023). In line with this perspective, the design of a work environment that prioritizes ergonomic principles is essential for unlocking employee potential and aligning individual efforts with organizational objectives.

The theoretical foundation supporting the importance of the physical work environment in organizations can be understood through the lens of ergonomics theory, which emphasizes the critical alignment between the physical attributes of the workplace and the biological and psychological needs of employees. From a human resource management (HRM) perspective, this alignment is not merely a technical consideration; it is a strategic imperative. A well-designed work environment contributes to long-term employee well-being, comfort, and sustainable productivity. Conversely, inadequate physical conditions such as poor lighting, fluctuating room temperature, or cramped workspace can trigger psychological stress and physical fatigue, which ultimately diminish employee motivation and individual performance (Sandi Rastana *et al.*, 2021). Beyond individual comfort, the social systems theory articulated by (Kurniati & Jaenab, 2020) views the physical work environment as a vital subsystem within the broader organizational ecosystem. This subsystem interacts dynamically with others such as leadership, organizational culture, technology, and structural frameworks to sustain operational stability and effectiveness. In this systems approach, any dysfunction in one element (such as the work environment) can have cascading effects throughout the entire organization, potentially reducing its overall performance and adaptability.

In the context of strategic HRM, it becomes the responsibility of human resource leaders to ensure that the physical work environment functions as a performance enabler, not a barrier. This requires an integrative approach where workspace design is fully aligned with performance development strategies. Creating an ergonomic and supportive workplace must be seen as part of a broader agenda that includes capacity building, fostering a positive work culture, and enhancing collaboration across organizational units.

Therefore, managing the physical environment should not be seen as the sole domain of facilities or operations departments; rather, it is a cross-functional responsibility that must be embedded into HR policies, employee engagement programs, and bureaucratic reform initiatives. Such an approach helps cultivate a more humane and professional work environment and unlocks the full potential of a competitive and resilient public workforce, particularly vital in an era of digital transformation and evolving public service demands.

Empirical evidence reinforces these theoretical claims. For instance, (Soelistya *et al.*, 2021) found that factors such as optimal lighting, thermal comfort, ventilation quality, and ergonomic spatial arrangements positively correlate with employee productivity and job satisfaction. (Yulianti *et al.*, 2025) further demonstrated that physical comfort at work serves to reduce psychological stress and enhance intrinsic motivation, an outcome that aligns with Herzberg's Two-Factor Theory, where the physical work environment is categorized as a hygiene factor. The absence of such hygiene factors does not merely fail to motivate but actively contributes to job dissatisfaction.

Additionally, Alam (2020) emphasized that clean, safe, and aesthetically pleasing physical environments promote higher levels of employee engagement, reduce absenteeism, and foster long-term loyalty. Nevertheless, Nurafni *et al.* (2024) highlighted a more nuanced perspective by suggesting that the influence of the physical work environment may be context-dependent. In organizations where leadership and organizational culture play dominant roles, the direct impact of physical settings on performance tends to be marginal. This suggests the presence of mediating variables such

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as leadership style, job design, and organizational values, which can either amplify or diminish the influence of physical work conditions.

This divergence in empirical findings underscores the necessity for context-specific investigations. While many studies have focused on the private sector or large-scale corporate settings, limited research has examined the role of physical work environments in the public sector, particularly at the regional government level, where organizational dynamics are shaped by budgetary limitations, bureaucratic rigidity, and infrastructural constraints. Regional government agencies, such as the Samarinda City Manpower Office, face unique challenges in delivering public services effectively amidst limited resources and growing public expectations.

This study seeks to address that research gap by empirically examining the influence of the physical work environment on employee performance within the context of a regional public institution. It aims not only to verify whether physical workspace variables hold significant predictive power in the public sector, but also to contribute a new theoretical and practical perspective to the discourse on public HRM. The findings are expected to offer actionable insights for policymakers and administrators in designing more conducive workspaces that align with the specific operational demands of public service delivery.

The tangible workplace exerts a direct and notable influence on staff output at the:

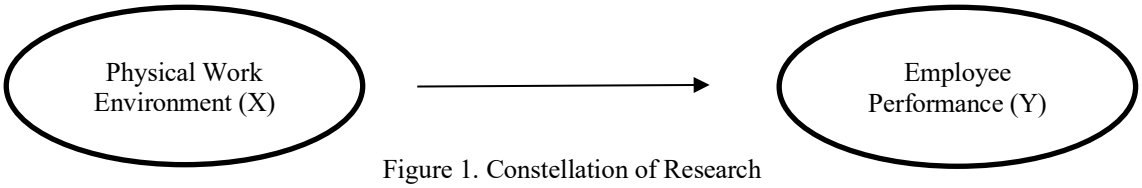

Figure 1. Constellation of Research
Source: Own compilation, 2025

Hypothesis

The study's framework is depicted in the subsequent chart:

Ho: Drawing from the theoretical overview and conceptual structure outlined, the study's postulate is as follows Samarinda City Manpower Office.

Ha: The Tangible Workplace has no notable impact on Staff Output at the Manpower Office of Samarinda City.

RESEARCH METHODS

This study took place at the Manpower Office of Samarinda City, which is located at Jl. Basuki Rahmat No. 78, 3rd Floor, Pelabuhan Village, Samarinda Kota District, East Kalimantan. The research was conducted during the period January to December 2025. The approach used is a quantitative method with a type of causal associative research that aims to examine the effect of the physical work environment on employee performance. The population in this study included all active employees in the agency, totaling 70 people. The sample was drawn using a simple random sampling technique, where each member of the population has the same opportunity to become a respondent. The sample size was ascertained using the Slovin formula with a 5% margin of error, so that a sample of 60 people was obtained.

Data collection was carried out with two sources, namely, firsthand and supporting information. Direct data was gathered by circulating surveys straight to participants using a Likert scale (1-5), which measured their perceptions of tangible

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workplace factors (X) and staff output (Y). Meanwhile, secondary data was obtained from internal agency documentation, including organizational structure, facility data, and personnel administrative data. The operational definition of variables includes the physical work environment measured through aspects of lighting, temperature, ventilation, cleanliness, and spatial layout. Employee performance is measured through indicators of productivity, work quality, timeliness, and work responsibility. Each indicator is outlined in statement items that have undergone validity and consistency checks using SPSS software. The data used consists of: Firsthand information: Acquired by circulating surveys directly to participants. Supporting information: Comprising of internal agency documentation, including organizational structure, facility data, and staffing administrative data.

The validity test was conducted by measuring the association between each item's score and the aggregate variable score, and all items were declared valid because they had an r-count value greater than the r-table (0.254). The reliability test using Cronbach's Alpha resulted in a value of 0.748 for the tangible workplace factor and 0.709 for the employee performance factor, signifying that the tool possesses robust internal coherence and is appropriate for application. Information interpretation was carried out using simple linear regression to see the extent of the influence of variable X on Y. Before the regression was carried out, the data were tested through two classical assumptions, namely the normality test using the Normal Probability Plot method and the heteroscedasticity test using a scatterplot.
The regression model used in this study is formulated as follows:

$$Y=\alpha+\beta 1X+\varepsilon$$

Where:
Y = Employee performance
X = Physical work environment
α = Constant (intercept)
β1 = Regression coefficient of the independent variable
ε = Error term or residual

This equation is employed to examine the influence of the physical work environment (X) on employee performance (Y). The coefficient β1 indicates the magnitude and direction of the relationship between the independent and dependent variables, while ε captures other factors affecting performance that are not included in the model. Hypothesis testing is done through a partial t-test with the provision that if the significance value <0.05, then the null hypothesis (H_0) is disproven, suggesting a notable impact among the factors. Conversely, if the p-value is 0.05, then H_0 is accepted. All instruments, raw data, and processing results are available and documented as part of the research archive. The constraints identified in this research are the breadth of the study, which only covers one agency, and the data collection methods, which are general perceptions and observations, not in-depth of specific work units. Table 1, underneath, illustrates the variable operationalization as a guide for assessment.

Table 1. Operationalization of research variables

Variable	Operational Definition	Indicator	Scale
Physical Work Environment (X)	Everything around employees that can impact their job satisfaction while performing their duties is referred to as the work environment.	1. Workplace lighting 2. Workplace temperature 3. Workplace noise 4. Air circulation 5. Color scheme in the workplace	Likert

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Employee Performance (Y)	Refers to an individual's level of success in achieving targets and parameters set by the institution.	(Farida & Hartono, 2016:10) 1. Quality of Work 2. Work Quantity 3. Punctuality 4. Effectiveness 5. Independence (Robbins, 2017:500)	Likert

Source: Own compilation (2025)

Data Analysis Technique

Data analysis in this study was carried out through several systematic stages. First, validity and reliability tests were conducted to ensure that the research instruments were suitable for use. The validity test used the Pearson Product-Moment correlation technique, while the instrument reliability was tested with Cronbach's Alpha. The instrument is declared valid if the r-count value is greater than the r-table, and reliable if the Alpha value is more than 0.60.

Furthermore, classical assumption testing was carried out to ensure the feasibility of using simple linear regression. Normality test is done through the Normal Probability Plot graph and the Kolmogorov-Smirnov test. The heteroscedasticity test is carried out by looking at the pattern of residual distribution through the scatterplot to ensure that there is no particular pattern that indicates a violation of assumptions.

After that, simple linear regression analysis was used to determine the effect of the physical work environment on employee performance. The regression equation is used to predict changes in performance based on work environment conditions. Finally, hypothesis testing was conducted using the t-test with a significance level of 5% ($\alpha = 0.05$). If the p-value <0.05, then the alternative hypothesis is accepted, which means that there is a significant effect of the independent variable on the dependent variable, Table 2 below presents some data analysis as follows:

Table 2. Analysis data

Analysis Stage	Method Used	Purpose
Validity Test	Pearson Correlation	To assess the accuracy of questionnaire items
Reliability Test	Cronbach's Alpha	To measure the internal consistency of the instrument
Normality Test	P-P Plot, Kolmogorov-Smirnov Test	To ensure the residuals are normally distributed
Heteroscedasticity Test	Scatterplot	To examine the homogeneity of residual variance
Regression Analysis	Simple Linear Regression	To assess the influence of work environment on employee performance
Hypothesis Testing	t-Test	To determine the significance of the relationship between variables

Source: Own compilation, 2025

RESEARCH RESULTS

The following table 3 presents the demographic data of the respondents collected through the distributed questionnaires:

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Table 3. Characteristics of respondents

Category	Sub-Category	Number (Person)	Percentage (%)
Gender	Male	38	63%
	Female	22	37%
Age	30–45 Years	36	60%
	46–55 Years	19	32%
	>55 Years	5	8%
Division	Secretariat	21	35%
	Placement & Transmigration	18	30%
	Training & Productivity	13	22%
	Industrial Relations & Working Requirements	8	13%
Total Respondent		60	100%

Source: Own compilation, 2025

Validity Test

In this study, to guarantee information integrity, accuracy and consistency evaluations were performed. The accuracy test aims to determine the validity of the questionnaire applied. A questionnaire is said to be valid if the correlation value between variable items is greater than the rtable value. In this research, with a participant count (n) of 60 respondents, the degree of freedom (df) was calculated using the formula df = n - 2, so that df = 58. With a significance level of 0.05, the rtable value used is 0.254. Presented below are the findings from the accuracy evaluation of the research instruments that have been carried out:

Table 4. Validity test results

Variables	Item	*Pearson Correlation* (r Count)	r table	Description
Physical Work Environment	X1.1	0.813	0.254	Valid
	X1.2	0.640	0.254	Valid
	X1.3	0.813	0.254	Valid
	X1.4	0.618	0.254	Valid
	X1.5	0.657	0.254	Valid
Performance	Y1.1	0.653	0.254	Valid
	Y1.2	0.780	0.254	Valid
	Y1.3	0.653	0.254	Valid
	Y1.4	0.669	0.254	Valid
	Y1.5	0.653	0.254	Valid

Source: Own compilation, 2025

Based on Table 4. it can be concluded that each item in each statement is declared valid because the value of each statement item is greater than the r table of 0.254. The results of this validity test state that all question items in this study are declared valid, so they are suitable for use. Overall, the interpretation of the results of this validity test is

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that the research instruments applied have good validity, so that the data collected can be considered accurate and able to measure the research variables appropriately.

Reliability Test

Table 5. Reliability test results

Variable	Cronbach's Alpha	Threshold Value Threshold	Description
Physical Work Environment	0.748	0.60	Reliable
Performance	0.709	0.60	Reliable

The consistency test findings displayed in Table 5. indicate that the Cronbach's Alpha coefficient for the tangible workplace factor is 0.748 and the performance variable is 0.709. Both types of variables possess a Cronbach's Alpha coefficient that is far from the threshold value of 0.60 as a standard value or indicator of an instrument having good reliability. This means that the items in the questionnaire are highly reliable and have high internal consistency, so that if the research is repeated under the same conditions, similar results can be expected. Thus, the data obtained from this instrument can be trusted and relied upon for further analysis.

Classical Assumption Test

Normality test

The normality test is carried out to assess whether the data used in further analysis has a normal distribution or not. In this study, the data normality test used the normal probability plot method, namely by comparing the cumulative distribution of data against the theoretical normal distribution. Based on the results of the normality test that has been carried out, the following results are obtained:

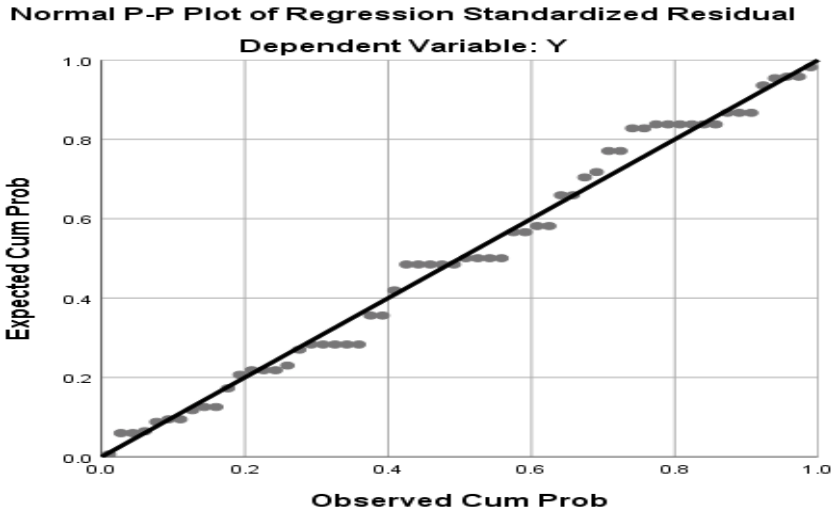

Figure 2. Normality Test Results
Source: Own compilation (2025)

From Figure 2. above, the results of the normality test show that the residual data points are spread following the diagonal line from lower left to upper right. This distribution pattern indicates that there are no significant deviations from the diagonal line, so it can be concluded that the residual distribution is close to a normal distribution.

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Thus, the assumption of normality in linear regression analysis has been met. Fulfillment of this assumption is very important to ensure that the regression model used provides valid and reliable estimates. Therefore, the normal probability plot results show that the data points follow the diagonal line, so the data is declared normally distributed the regression model applied in this study is suitable for testing the effect of physical work environment variables on employee performance at the Manpower Office of Samarinda City.

Heteroscedasticity test

The results of the heteroscedasticity test were analyzed using a scatterplot that shows the relationship between the regression standardized predicted value and the regression standardized residual on the dependent variable. In the scatterplot below, the data points are scattered throughout the graph without showing a clear or systematic pattern.

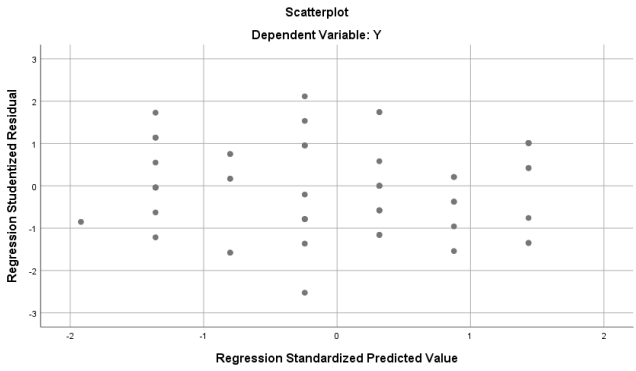

Figure 3. Heteroscedasticity Test Results Point
Source: Own compilation (2025)

The random distribution pattern on the scatterplot indicates that the dependent variable does not have a strong linear relationship with the predicted value of the regression model. In the context of this study, the absence of a clear pattern indicates that the assumption of homoscedasticity has been met. With this, it can be concluded that the regression model used to analyze the effect of the physical work environment on employee performance at the Manpower Office of Samarinda City is valid and reliable.

Simple Linear Regression Analysis Results

The test was carried out using a computer with the SPSS version 25 program as a data analysis tool, the results are as follows:

Table 6. Simple linear regression analysis results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5.407	2.220	
	X1	0.644	0.127	0.555

Source: Own compilation, 2025

Based on table 5. a simple linear regression equation is obtained as follows:
Y=5,407+0,644X

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The regression coefficient shows that every one unit increase in the physical work environment variable (X) will be followed by an increase of 0.644 units in employee performance (Y). The constant value is 5.407.

Hypothesis Test Results

In this study, hypothesis testing was carried out using the t-test (partial) method:

Table 7. Hypothesis test results

Model	t	Sig.	Description
Physical Work Environment (X)	5.083	.000	Significantly Influences

Source: Own compilation

Based on the partial t test results presented in Table 7. an in-depth interpretation of these results can be made. The Physical Work Environment variable (X) shows a significance value of 0.000 which is below the significance threshold of 0.05. This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Thus, it can be concluded that the physical work environment variable has a significant influence on employee performance at the Samarinda City Manpower Office. The partial t-test shows a p-value of 0.000, which is smaller than 0.05.

DISCUSSION

The findings of this research suggest that the tangible workplace has a notable impact on staff output at the Samarinda City Manpower Office. This is reflected in the results of a straightforward linear regression examination that yielded a p-value of 0.000, well below the 0.05 threshold, and a positive regression coefficient of 0.644. This finding indicates a close and positive relationship between the quality of the physical work environment-which includes lighting, temperature, ventilation, cleanliness, and spatial layout-and the level of employee performance in carrying out their duties and responsibilities. The explanation for this result can be viewed through the theory of ergonomics and human resource management, which states that the appropriate physical conditions of the workplace will create a sense of comfort and security for employees, so as to increase productivity, work efficiency, and reduce fatigue levels. In the context of government agencies, the comfort of the physical work environment also contributes to the quality of public services, because employees who work in favorable environmental conditions will be more motivated, focused, and responsive to job demands.

Theoretically, these results support previous findings from Soelistya *et al.* (2021), Yulianti *et al.* (2025), and Rizali (2024), each of which concluded that the physical work environment is one of the significant variables in influencing individual performance in the public and private sectors. Factors such as natural lighting, good air circulation, cleanliness, and ergonomic workspace arrangements are considered to contribute positively to productive work behavior and employee satisfaction. However, it is important to mention that there are previous studies, such as Nurafni *et al.* (2024) and Amin (2021) which showed different results, namely the absence of a significant effect between the physical work environment and performance. This difference is most likely due to contextual variables such as differences in organizational culture, type of work, or individual perceptions of work comfort. However, in the context of the Samarinda City Manpower Office, the results of this study remain valid because they are supported by empirical data from 60 respondents representing various divisions in the agency, The findings of (Tesmanto & Rina, 2022) are very relevant to support the argument that the

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physical work environment in government agencies such as the Manpower Office of Samarinda City can have a direct impact on employee performance, Shows that the work environment has a direct and significant influence on employee job satisfaction and performance, and is one of the main factors that must be considered by manufacturing companies and labor service companies (Yusnita *et al.*, 2023; Efawati, 2020).

In addition to the quantitative approach, the findings of this study are further reinforced by direct field observations conducted by the researcher. These observations revealed persistent physical limitations in several workspaces at the Samarinda City Manpower Office, particularly in three key aspects: inadequate natural lighting, restricted space for physical movement, and poor air circulation. These shortcomings, though often considered secondary or technical, are in fact critical components of the physical work environment that directly impact employee performance and well-being. When left unaddressed, such conditions can lead to increased physical and mental fatigue, reduced concentration, and lower motivation factors that are detrimental not only to individual productivity but also to the overall organizational climate and service delivery capacity. In this regard, the field data serves as a qualitative validation of the statistical results, reinforcing the credibility of the study's conclusion: the quality of the physical work environment plays a vital role in shaping performance outcomes.

From an HRM perspective, these findings offer more than just insight; they present a practical call to action for internal policy reform. In the framework of strategic human resource management, the physical work environment is not merely an operational concern but a strategic lever that influences employee engagement, talent retention, and long-term organizational effectiveness. Effective HRM today extends beyond compensation and performance evaluation systems to include tangible factors such as workspace design, environmental ergonomics, and occupational health. This aligns with the modern view of employee experience management, where organizations are expected to treat the workplace as a strategic asset that supports the psychological contract between employee and employer. A comfortable, functional, and supportive physical environment signals organizational commitment to employee well-being, which in turn fosters higher levels of trust, morale, and discretionary effort, all of which are foundational to sustained high performance (Efawati, 2023). Moreover, integrating observational findings into policy-making processes represents a step toward evidence-based HR management, where both data and on-the-ground realities guide decisions. The implications are clear: investment in workplace quality should not be viewed as a cost, but rather as a strategic investment with measurable returns in terms of productivity, service quality, and institutional reputation.

In public sector institutions like the Samarinda City Manpower Office, where resource limitations and bureaucratic rigidity are often cited as barriers to reform, these findings provide a realistic entry point for change. Simple interventions such as improving lighting systems, redesigning cramped layouts, or upgrading ventilation can lead to substantial improvements in employee performance and service delivery outcomes. In conclusion, this study not only highlights the empirical relationship between the physical work environment and employee performance but also illustrates the value of blending quantitative analysis with field-based insights. This dual approach strengthens the foundation for targeted HR policies, especially those aimed at building a workplace that is not only efficient but also human-centered and performance-oriented. Thus, it can be concluded that the physical work environment is a key component in supporting employee performance. Improvements in physical aspects such as adequate lighting, ergonomic workspace design, proper ventilation, and a layout that supports collaboration are strategic interventions that can directly enhance employee effectiveness.

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From a public sector HRM perspective, this aligns with the principles of Organizational Citizenship Behavior (OCB), where a supportive work environment encourages employees to exceed formal expectations. Therefore, the management of the physical work environment should be integrated into broader human capital development policies, including medium-term organizational planning, unit performance evaluations, and staff development programs. As a managerial strategy, improving the quality of the physical work environment also contributes to building the agency's image as a professional and humane workplace, which in turn can increase employee retention, reduce turnover, and strengthen internal loyalty. This is particularly vital in the context of bureaucratic reform and growing public demands for high-quality services.

CONCLUSION

This research aims to comprehend and investigate the impacts of the tangible workplace on the employees' work habits at Samarinda City Manpower Office. Derived from the findings of information interpretation using linear regression, it is concluded that the physical environment of the workplace exerts a notable effect on employees' work performance. All of this indicates that physical aspects of the workspace, such as temperature, ventilation, cleanliness, and room layout, have a crucial role in enhancing productivity and efficiency. When employees work in a healthy and stable physical environment, their productivity is more ideal than when they work in a less favorable environment. A well-built physical workspace can help create more productive work environments, increase focus on work, and improve employee well-being when handling tasks. This not only solves the problem and achieves the goal of the study, it also indicates that improving the physical aspects of the workplace can be a practical strategy for increasing the productivity of the national apparatus. This study highlights the need to provide safe and ergonomic work facilities as part of the public sector's efforts to improve human health.

Taking into account the results, this study gives other government agencies the opportunity to implement an approach in order to improve the quality of employee work. For data collection research, it is recommended to measure the variables that are being examined and to consult other institutions in order to obtain more comprehensive and easily generalizable results. The findings of this study provide strategic contributions to human resource management in the public sector, particularly in the context of enhancing the performance of civil servants at the Samarinda City Manpower Office. The significant influence of the physical work environment on employee performance indicates that factors such as lighting, air ventilation, workspace comfort, and safety are not merely technical elements, but fundamental components that directly impact productivity, work effectiveness, and the quality of public service delivery. Within the framework of public sector HRM, this evidence underscores the urgency of making the optimization of the work environment a priority in civil service performance development strategies.

Practically, the implications of these findings are highly relevant in the formulation of measurable and sustainable work environment policies. In the preparation of annual work programs and institutional budget planning, allocating resources for the improvement of physical office facilities should be a top priority. This includes enhancing lighting quality, implementing ergonomic workspace layouts, improving air circulation systems, and reducing noise levels. A healthy physical work environment has been proven to improve employee comfort, strengthen focus, and reduce stress, ultimately contributing to the achievement of both individual and organizational performance targets. From a conceptual perspective, this study reinforces the modern HRM paradigm that positions

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employee comfort and workplace well-being as integral elements of performance management systems. This approach regards employees not merely as resources to achieve organizational objectives, but as strategic assets that must be supported and developed within a humane and enabling work environment. In this context, improving the quality of work life becomes a crucial prerequisite for fostering employee loyalty, minimizing turnover, and cultivating a positive organizational culture oriented toward excellent public service.

Furthermore, these findings open opportunities for other government institutions to conduct comprehensive evaluations of their physical work environments. Ideal minimum standards for workplace conditions can be formulated based on empirical data and used as benchmarks for establishing quality parameters in the public sector. The implementation of such standards at both national and local levels is expected to enhance civil servant professionalism, build public trust in government services, and create a healthier, fairer, and more inclusive work climate. For future development, the results of this study can also serve as a foundation for comparative studies (benchmarking) between government agencies to identify best practices in creating productive and context-appropriate work environments. Such comparative analysis would be particularly valuable in supporting bureaucratic reform that emphasizes adaptability, efficiency, and human-centered approaches to managing civil service personnel. Therefore, managing the work environment should not only be viewed as an operational agenda but as a vital part of the strategic transformation of public institutions.

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