

THE EFFECT OF WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY IN GARUT REGENCY

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ABSTRACT

This research was prompted by the suboptimal work environment issues in Garut Regency, which have led to low employee productivity. The purpose of this research is to determine the effect of the work environment on employee productivity and to identify the aspects of the work environment that contribute the most. This research uses a quantitative approach with a survey method, involving 50 respondents working in various business sectors in Garut Regency. Data was collected through a closed-ended questionnaire designed based on indicators of the work environment and productivity, and then analyzed using the Partial Least Square Structural Equation Modeling (PLS-SEM) method. The results of the research show that the work environment has a positive effect on employee productivity, both from physical aspects, such as lighting, temperature, and workspace comfort, and non-physical aspects, such as social relationships, communication, and support from superiors. These findings confirm that a conducive work environment can improve overall employee motivation and performance. In conclusion, increased employee productivity can be achieved by creating a physically comfortable and psychologically supportive work environment. Therefore, companies and government agencies in Garut Regency need to develop integrated work environment management strategies to create a healthy, harmonious, and productive workplace.

INTRODUCTION

Human resources play a crucial role in business operations as they are essential for achieving company goals ([Nasution, 2015](#)). Human resource management (HRM) has a very important role in a company's success due to factors related to work habits, motivation, work ethic, and productivity. If these factors are not met, a business's ability to operate will be negatively affected. One of the key components of successful HRM for constructive companies is a high quality of human resources ([Khaeruman et al., 2024](#)).

In an increasingly competitive, digital, and automated world, many businesses use technology to boost their competitiveness. However, while technology can assist with some routine tasks, the human factor remains essential. Human quality, in terms of skills, motivation, and work attitude, has

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a significant impact on a business's success or failure. To achieve organizational goals, it is necessary to understand human nature so that individual actions can be carried out in a way that maximizes results and leads to the best outcomes. In other words, organizations must develop management systems that can inspire employees positively and encourage them to work hard to contribute as much as possible. This adaptation includes aspects such as work habits, communication, leadership, and skill development that foster innovation and productivity ([Pariyatin, 2022](#)). This shows that human performance is the most important factor in achieving an organization's success.

One of the most crucial components in business operations is work productivity. Article 29, paragraph 3 of Law No. 13 of 2003 mentions that the labor productivity is increased through the development of productive business practices, work ethic, technology, and the efficiency of economic activities that determine the national productivity level. Based on this law, a systematic evaluation of work productivity is necessary to ensure that any growth is the result of genuine work and represents the contribution of each employee. Therefore, a clear and well-structured measurement tool is needed to assess employee productivity objectively and fairly.

Factors that influence employee productivity include skills ([Wiranti, 2016](#)). Good skills enable employees to handle difficult tasks and complete them on time. Possessing the requisite skills, employees can perform tasks effectively and achieve the best results. Besides skills, another factor that influences employee productivity is the work environment. A good work environment can give employees a sense of satisfaction, allowing them to perform their jobs as well as possible (Karina et al., 2020). A work environment that is not conducive will cause employees to be less productive and unmotivated at work, which results in a decline in employee productivity.

Based on the background previously mentioned, this research is underpinned by the need to gain a deeper understanding of how the work environment, both physical and non-physical, affects employee productivity levels in Garut Regency. The main problems faced include the current suboptimal quality of the work environment and the low level of employee participation in work systems that could sustainably support productivity. Therefore, this research is focused on three main areas: examining the direct impact of the work environment on employee productivity, identifying the most influential environmental elements for increasing productivity, and analyzing how local social, economic, and cultural work characteristics in Garut affect the relationship between the work environment and productivity. These three issues form a crucial foundation for formulating a comprehensive research framework.

In this regard, the research gap is a primary concern. Previous studies have shown that the work environment contributes positively to productivity ([Ritonga & Bahri, 2022](#); [Ummah, 2019](#); [Yumna & Pradana, 2021](#)). However, most of these studies were conducted in urban areas or large industrial

sectors, which have different characteristics than the context of Garut Regency. Research specifically highlighting the relationship between the work environment and productivity in a local Garut setting is still very limited. Furthermore, many previous studies have focused more on the physical aspects of the work environment. The social and psychological dimensions, which are highly influential, have not been extensively studied in a deep and integrated manner ([Sedarmayanti, 2018](#)).

Previous studies typically only examined physical aspects of the work environment, such as temperature, lighting, or cleanliness. However, the work environment also encompasses non-physical aspects like relationships among colleagues, the relationship between leaders and employees, the work climate, and psychological conditions that influence employee motivation and work habits. These aspects have not been extensively studied in a comprehensive manner, especially in regions with distinct characteristics and work cultures. Therefore, this study aims to fill this gap by presenting empirical data on the overall effect of the work environment on productivity, using an approach that is contextual and relevant to the specific conditions of Garut Regency.

The urgency of this research becomes clearer when considering that Garut Regency is still in the process of developing its industrial and tourism sectors. Companies and institutions in this region are motivated to improve the quality of their work environments to compete in an increasingly competitive labor market. However, without a data-driven understanding of how the work environment affects employee productivity, improvement efforts are not always effective. Therefore, this research aims to provide empirical data that can be used as a starting point for improving management practices and work habits, specifically by enhancing employee productivity through improvements to the work environment.

The general objective of this research is to explore and analyze the extent to which the work environment influences the productivity of employees at various companies and government agencies operating in Garut Regency. The research focuses on several aspects of the work environment, such as physical conditions, social interactions among employees, support from superiors, and the overall comfort of the workplace atmosphere. Through this research, we hope to gain a comprehensive understanding of the important role the work environment plays in supporting improved employee performance and productivity. This understanding can then serve as a reference for creating a more optimal work environment in Garut Regency.

This research is expected to provide empirical evidence on how the quality of the work environment can affect productivity and offer useful suggestions for the management of organizations or institutions. The findings are intended to assist in implementing strategies to improve employee productivity through a better work environment. Finally, the research aims to provide practical

recommendations for organizations and companies to create a productive workplace and serve as a guide for developing strategies to enhance employee productivity.

LITERATURE REVIEW

Herzberg's Two-Factor Theory

In 1959, Frederick Herzberg 1959 (as cited in [Robertson, 2016](#) developed the Two-Factor Theory, a useful tool for assessing employee effectiveness within an organization ([Nirmalasari, 2018](#)).). According to Herzberg, an individual's ability to perform their job is influenced by two necessary hygiene factors, or working conditions, which are determined by the organization and consist of salary, administrative support, employee-company relationships, and the quality of supervision. Herzberg asserted that the factors contributing to job satisfaction are distinct from the factors contributing to job dissatisfaction ([Andriani & Widiawati, 2017](#)).

According to Herzberg's Two-Factor Theory, there are four possible combinations: 1) high hygiene (extrinsic) and high motivation (intrinsic), the ideal state where employees are highly motivated and only have few complaints; 2) high hygiene (extrinsic) and low motivation (intrinsic), where employees have few complaints but are not particularly motivated, often referred to as a "paycheck" job; 3) high motivation (intrinsic) and low hygiene (extrinsic), where employees are motivated but have complaints, as the work is challenging and rewarding, but the salary or work environment is not entirely satisfactory; 4) low hygiene (extrinsic) and low motivation (intrinsic), where employees are neither motivated nor satisfied and have numerous complaints ([Puspita, 2022](#)).

Work Environment Theory

The work environment refers to any goods or facilities present around employees that can assist them in performing their duties ([Thalibana, 2022](#)). According to [Sedarmayanti \(2018\)](#), the work environment is a situation where various groups possess different tools to help a company achieve its mission-aligned goals. [Mangkunegara \(2017\)](#), defines the work environment as encompassing all the tools and materials used, the physical location where one works, the work methods, and the manner of working, both individually and in groups. Meanwhile, according to [Nitisemito \(2018\)](#) the work environment is everything around employees that can influence them when they are carrying out their assigned tasks.

According to [Sunyoto et al., \(2024\)](#) the work environment is everything that surrounds employees and can influence them as they carry out their assigned duties ([Nurwati, 2021](#)). All of this can either encourage or hinder workers in performing their tasks, and also helps in achieving established goals accordingly.

According to [Sedarmayanti \(2018\)](#) the work environment consists of two types: physical and non-physical. The physical work environment refers to the tangible conditions or elements present around the workplace that can influence employee comfort and performance, both directly and indirectly. This environment is divided into two parts: first, elements directly related to employees, such as desks, chairs, and work areas; and second, aspects that affect human physical conditions, such as room temperature, air humidity, and air circulation. To create a physically healthy work environment, it is necessary to understand human health and behavior so that the environment can be adapted to their needs. Meanwhile, the non-physical work environment is more related to the atmosphere or work climate created through interpersonal relationships in the workplace. This strengthens the bonds between superiors and subordinates, as well as among colleagues. If communication and cooperation within this environment are well-established and harmonious, employees will feel comfortable and motivated to complete their tasks. Consequently, work outcomes can be achieved optimally, efficiently, and effectively. The non-physical work environment essentially reflects the quality of social interactions and relationships within the organization.

Employee Productivity Theory

Productivity is a measure of how much output is generated from a certain amount of input in a process. It can also be defined as the ratio between input and output. Input is often contrasted with labor, while output is expressed in terms of both physical form and value. Productivity is also defined as the level of efficiency in producing goods and services. It explains how to use resources effectively when producing a product. Productivity is sometimes viewed as an indicator of a better understanding of the fundamentals of conversion, such as work ethic and machinery. When used correctly, these fundamentals can result in a specific level of efficiency. This study clarifies that increasing productivity in the workplace requires a positive mental attitude from employees. Specifically, an increase in workplace productivity can be observed in the methods used to perform tasks and the results of those efforts ([Wahyuningsih, 2018](#)).

If employee productivity continues to increase significantly over time, companies will find it easier to achieve their pre-determined targets. According to [Busro \(2018\)](#), work productivity is the ability of an individual or a group to produce goods and services within a specific, predetermined timeframe or in line with a plan. Meanwhile, [Sutrisno et al., \(2017\)](#), refer to work productivity as a mindset or a mental attitude. This mindset reflects a continuous determination to improve upon what has been achieved previously. It is the belief that one can complete their work better today than yesterday, and will perform even more optimally tomorrow than today.

[Chairani et al., \(2022\)](#) state that productivity can be assessed through several important and mutually supportive indicators. The first is knowledge, which includes intellectual proficiency, the

ability to think, and the mastery of insights gained through both formal and informal education. This knowledge helps individuals solve problems and perform tasks more efficiently, thereby supporting an increase in productivity. The second is skill, which is the practical proficiency in mastering a specific, technical field of work. With these skills, an employee is expected to be able to complete their work effectively. The third is ability, a broader concept that encompasses various competencies, including both knowledge and skills, and serves as the foundation for the drive to work. The fourth is attitude, a habit formed within an individual that has a positive impact on work behavior. A good attitude will be reflected in actions and behaviors that support optimal work performance. These four aspects are fundamental factors in driving employee productivity.

Studies show that employee work productivity is not solely determined by technical factors like knowledge, skills, and ability, but is also heavily influenced by psychological aspects. Intrinsic motivation and emotional involvement in their work are major contributors to improved performance. Intrinsic motivation is developed through an individual's interest in the work they are doing. Involvement, meanwhile, refers to the emotional connection to a task ([Mahendra et al., 2025](#)). Employees who are driven by internal factors, feel their work is meaningful, and have a desire to grow tend to show high levels of enthusiasm. They don't just complete tasks out of obligation or for financial reward, but rather because they feel a moral responsibility and gain inner satisfaction from their work. This has a positive impact on the efficiency of task completion, the quality of the output, and the stability of their work performance.

Beyond motivation, the active involvement of employees in various work processes is also a crucial factor influencing productivity. Interpersonal communication allows for the exchange of ideas, information, and feedback necessary to maintain productivity and efficiency during daily tasks. Furthermore, effective communication can improve teamwork, facilitate conflict resolution, and reduce misunderstandings that often lead to a negative work environment ([Sundari et al., 2024](#)). Employees who feel listened, are given the opportunity to contribute to decision-making, and whose opinions and ideas are valued, typically have higher loyalty and commitment to the organization. This involvement is not only physical but also includes an emotional and cognitive connection to their work and the company's goals. A work environment that supports open communication and values individual contributions creates a strong sense of ownership, which in turn motivates employees to work with greater enthusiasm and responsibility.

Another equally important aspect is psychological comfort in the workplace. Employees who feel emotionally secure, are free from excessive pressure, and receive support from colleagues and superiors will find it easier to concentrate, complete tasks, and face work challenges. Harmonious interpersonal relationships and healthy communication among team members have been shown to

increase motivation, build trust, and strengthen cooperation. These conditions create a work environment that is healthy, productive, and supportive of both individual and team growth.

Findings also reveal that organizations that pay attention to the balance between work and employees' personal lives have higher productivity levels. Amenities such as flexible working hours, an understanding of personal needs, and opportunities for professional development are an important part of creating a work environment that supports overall well-being. This indicates that productivity does not depend solely on individuals but also on organizational policies and culture.

Overall, it can be concluded that increasing work productivity requires a holistic approach. It is not enough to simply develop technical aspects or provide work facilities. Organizations must also pay attention to the psychological, social, and emotional well-being of employees. By adopting a comprehensive management strategy that is oriented towards employee welfare, companies can create optimal, sustainable work performance with a positive long-term impact.

The Relationship Between Work Environment and Employee Productivity

A number of studies have shown that the workplace environment has a significant impact on employee productivity. One study highlighting this was conducted by Ritonga & Bahri (2022), whose findings suggest that a constructive work environment prioritizing cleanliness, adequate lighting, good air circulation, and harmonious social relationships can contribute to a safe, healthy, and pleasant workplace. These conditions subtly contribute to an increase in employee motivation and productivity. In a psychological context, a positive work environment can foster communication and cooperation among colleagues, which in turn can increase employee satisfaction and productivity. When a company provides excellent work facilities and a supportive, constructive environment, employees consistently demonstrate high levels of loyalty, stable work results, and optimal performance ([Ritonga & Bahri, 2022](#)).

Another study by [Ummah \(2019\)](#) also supports this statement. This research shows that, although not a dominant factor, the work environment contributes positively to increased productivity. The conducive work environment in this study included physical aspects (such as work facilities and financial security), interpersonal relationships within the organization, supervision, and support in the form of training and incentives. This indicates that optimizing elements of the work environment can increase individual output while also enhancing overall organizational effectiveness ([Ummah, 2019](#)).

Furthermore, a study by [Yumna & Pradana \(2021\)](#) affirms that physical and non-physical elements, such as interpersonal relationships and the role of superiors, have a positive effect on workplace productivity. A pleasant and conducive work environment can increase employee satisfaction, work ethic, and work outcomes ([Yumna & Pradana, 2021](#)).

RESEARCH METHOD

This research uses a quantitative approach, a research method that employs numerical data, where variable measurements are operationalized using specific instruments and statistical methodologies are used to test the research hypotheses. The research design used is causal-associative in the form of explanatory research. This design was chosen based on the study's main objective, to explain the influence of the work environment on employee productivity in Garut Regency. This research aims to test the relationship between two main variables—the work environment as the independent variable and employee productivity as the dependent variable—using quantitative data obtained through a questionnaire-based study. The population for this study includes all employees working in various sectors in Garut Regency. Sample selection was conducted using purposive sampling, with a focus on key characteristics such as education level and employment status. A sample size of 50 respondents was used to ensure efficiency regarding the research timeline and duration.

Data for this study was collected using a structured questionnaire based on a 5-point Likert scale, which asked respondents to indicate their level of agreement with statements related to the research variables. The Likert scale is known for its ability to provide a range of responses and allow respondents to modify their answers to the given questions. Each variable was measured using several pre-determined statements based on previously validated research.

This research uses two types of data. The first is from a questionnaire filled out by respondents, while the second is from scientific articles and other relevant information about the work environment and employee productivity. Data was collected using a survey method with a closed-ended questionnaire. The questionnaires were distributed both directly and online. To make it easier for respondents, the online questionnaire was shared via an online link. This data collection method was chosen to reach a broad range of respondents and to offer them flexibility in completing the questionnaire.

Data were analyzed using the Partial Least Squares (PLS) method of Structural Equation Modeling (SEM) with the help of SmartPLS 3. The SEM-PLS method was chosen for its ability to analyze the relationships between latent and mediating variables. In this context, SEM also allows researchers to assess employee job satisfaction and work productivity as mediating variables in the relationship between the work environment and employee productivity (Hair et al., 2019).

Data analysis was conducted in two main stages: the assessment of the outer model and the inner model. The outer model was used to ensure the validity and reliability of the latent indicator variables, which included convergent validity (using Average Variance Extracted, or AVE) and reliability (using Composite Reliability and Cronbach's Alpha). The inner model was then used to

test the relationships between the latent variables by examining path coefficients and R-Square values (Koroh et al., 2025). T-statistics and P-values were used to assess the significance of each relationship between variables. To ensure that the research instrument was valid, a validity and reliability check was performed on the data obtained. Validity was checked using AVE, where a reported AVE value greater than 0.5 indicates validity. Moreover, reliability was assessed using Cronbach's Alpha and Composite Reliability, where values above 0.7 are considered to be within the acceptable standard of reliability (Hair et al., 2019). These tests are expected to have a high degree of accuracy and can provide comparable analysis results.

RESEARCH RESULTS

This research utilizes the Partial Least Squares (PLS-SEM) method, which compares the inner model—consisting of R-Square and Path Coefficients—with the outer model, which comprises validity and reliability tests.

Respondents Description

Based on the data collected from 50 respondents, the following classifications can be made:

Table 1. Respondents Characteristics

Variable	Classification	Percentage
Sex	Male	18%
	Female	82%
Age	<25 years old	80%
	25-40 years old	14%
	>40 years old	6%
Employment status	Civil servant	10%
	Private sector employee	90%
Latest Education	Highschool/Vocational school	64%
	Bachelor Degree	32%
	Master Degree	4%
Work experience duration	<1 year	52%
	1-5 year(s)	34%
	>5 years	14%
Occupation/Office name	Public Prosecution Service (<i>Kejaksaan</i>)	2%
	Indonesia Statistics (BPS)	2%
	Regional Revenue Agency (<i>Bapenda</i>)	2%
	Teacher	4%
	Supervisor	2%
	Factory/Company Worker	26%
	Administration/Cashier/Retail	50%
	Health Industry	8%
	Creative Industry	4%

Source: Respondent Primary Data

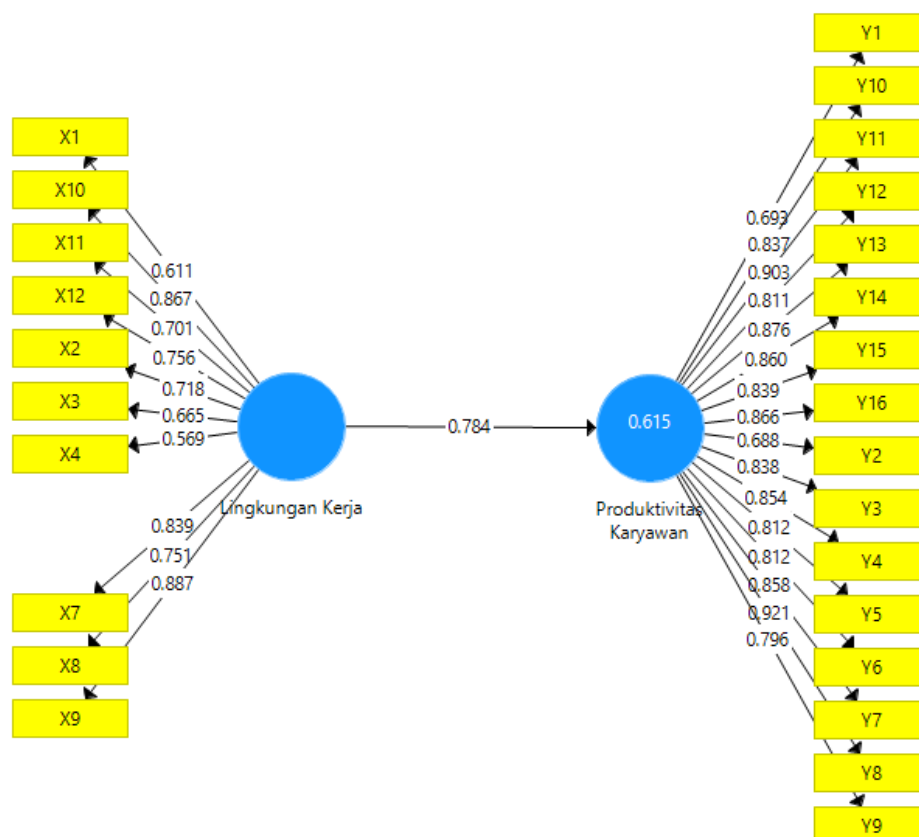
Based on the analysis of 50 respondents, Table 1 shows that the majority are female (82%) and are categorized as productive individuals under the age of 25 (80%). The majority of respondents are private sector employees (90%), followed by teachers. In terms of education, the majority have a high school or vocational school diploma (64%), followed by bachelor's degree graduates (32%) and

master's degree graduates (4%). Approximately 52% of respondents have been working for less than one year, while 34% have been working for one to five years. The majority of respondents' jobs are in the administration, cashier, and retail sectors (50%), followed by the manufacturing/business sector (26%), and other sectors such as healthcare, education, and government agencies.

Model Measurement

After some instruments were eliminated, the results of the outer loading test showed that all instrument values met the assumption of validity, as their outer loading values were greater than 0,5 (Malhotra, 2015). Therefore, based on these results, it can be concluded that all instruments meet the standard for convergent validity.

Figure 1. Model Measurement



Source: Primary data, processed by PLS-SEM, 2025

Based on Figure 1, the outer loading for both the Work Environment and Employee Productivity constructs is 0.784. All indicators for each construct have met convergent validity, as their loading factor values exceed 0.50. The model is considered to have adequate validity if its Average Variance Extracted (AVE) value is greater than 0.50, which will be shown in Table 2.

Construct Reliability and Validity Testing

Testing for reliability and validity is conducted to ensure that the research instruments used are reliable and can accurately measure the constructs. Validity indicates how well an instrument

accurately measures what it is supposed to, while reliability is based on the consistency of the test results when the instrument is used under consistent conditions.

Table 2. Construct Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Work Environment	0,907	0,924	0,552
Employee Productivity	0,970	0,973	0,691

Source: Primary data, processed by PLS-SEM, 2025

Based on the results in Table 2, the Average Variance Extracted (AVE) value for each construct is at least 0.50. Therefore, it can be concluded that each indicator has a good correlation with its respective variable. After the convergent and discriminant validity tests were completed, the next test was for reliability, which in this study used two measures: composite reliability and Cronbach's Alpha. Cronbach's Alpha and Composite Reliability (CR) are used to assess reliability. Based on the data presented, CR and Cronbach's Alpha values greater than 0.7 indicate good reliability. The analysis findings show that each variable has a minimum CR and Cronbach's Alpha value of 0.7, which indicates that the instruments used in this study are reliable and trustworthy for measuring the latent variables. Based on the results of the composite reliability test in Table 2, the value for each variable is greater than 0.60. Additionally, the Cronbach's Alpha value for each variable is greater than 0.70. Therefore, every instrument for each variable in the study has met the assumption of reliability for both the composite reliability and Cronbach's Alpha tests.

R-Square Measurement

To determine the significant independent constructs that explain the variation in the dependent construct, an analysis of the coefficient of determination (R²) is used. The R² value describes the predictive power of the structural model utilized in the study.

Table 3. R-Square Value

	<i>R Square</i>	<i>R Square Adjusted</i>
Employee Productivity	0,615	0,607

Source: Primary data, processed by PLS-SEM, 2025

Based on Table 3, the R² value for the employee productivity construct is approximately 0.615, with an adjusted R² value of approximately 0.607. This indicates that 61.5% of the variation in employee productivity can be explained by the work environment, while the remaining 38.5% is influenced by other factors not included in the model.

Hypothesis Testing Result

The significance level used in this study is $\alpha=0.10$, with a two-tailed test. Based on this significance level, the t-table threshold value used for decision-making is 1.67. This value is based on a normal z-distribution for a two-tailed test at a 10% significance level.

The original sample (O) provides the initial estimate of the relationships between variables. The sample mean (M) is the average of the bootstrapping results, and the standard deviation (STDEV) represents the standard error of the estimate from the bootstrapping results. The smaller the STDEV, the greater the stability and accuracy of the relationship being examined between the variables.

Table 4. Hypothesis Testing Result

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>	<i>Hypotesis</i>
Work Environment - > Employee Productivity	0,784	0,796	0,085	9,280	0,000	Accepted

Source: Primary data, processed by PLS-SEM, 2025

Based on the estimation results in Table 4, the t-statistic value is approximately 9.280, which is significantly larger than the t-table value of 1.67 at a 10% significance level (two-tailed). This indicates that the work environment has a positive and significant influence on employee productivity. The path coefficient value of 0.784 demonstrates a significant effect, while the R-squared value of 0.796 from the bootstrapping results shows consistency between the sample data and the simulated data, indicating the stability of the model.

The bootstrapping standard error of the estimate is approximately 0.085, which yields a manual t-statistic of 9.22 ($0.784/0.085$). This value is very close to the t-statistic in the SmartPLS output. The slight difference is likely due to variations in the software's internal calculation system. Furthermore, a p-value of 0.000 (< 0.05) indicates that the relationship between the work environment and employee productivity variables is statistically significant.

DISCUSSION

The findings of this research reinforce the theoretical understanding of the importance of the work environment in influencing employee productivity. Drawing on the ideas of experts such as [Frederick Herzberg](#), [Bernard Mausner \(2016\)](#) & [Sedarmayanti \(2018\)](#); [Mangkunegara \(2017\)](#); [Nitisemito \(2018\)](#) workplace culture is viewed as a foundation that not only impacts employee well-being and productivity but also influences psychological and social factors that can have long-term consequences. The relationship between the work environment and employee productivity has long been a focus in human resource management and industrial psychology. In this context, these research findings are not isolated, but are grounded in a system of arguments based on established theories that have proven relevant across various organizational settings. Ultimately, the study's findings support the idea that a productive work environment is a key factor contributing to productivity.

The importance of working conditions for productivity has been explained in detail by [Herzberg \(1959\) as cited in Robertson \(2016\)](#). The two-factor theory distinguishes between motivating factors and hygiene factors. According to [Herzberg \(1959\) as cited in Robertson \(2016\)](#), a good working environment is considered a hygiene factor that reduces employee dissatisfaction. This factor includes external factors that, although not primary motivators, are important for stable productivity. When the workplace environment is well-managed, employees are consistently motivated to perform at their best. This aligns with [Herzberg \(1959\) as cited in Robertson \(2016\)](#), which states that an unhygienic working environment can lead to dissatisfaction, which ultimately disrupts employee productivity, even when there are intrinsic motivators such as the desire to succeed.

This research also examines findings from other research, both domestic and international, based on a comprehensive analysis of the literature and findings. A positive relationship between organizational culture and employee productivity has been consistently found in several studies conducted in both the public and private sectors. This indicates that an organization's success is not only determined by financial and technological factors but also by the quality of the internal environment where employees interact.

This research is supported by a concept proposed by [Sedarmayanti \(2018\)](#), which emphasizes the importance of physical elements such as temperature, ventilation, lighting, and cleanliness as indicators of a working environment that can lower productivity. A physically healthy work environment creates a sense of calm that reduces stress and improves concentration. These conditions allow employees to work with greater focus, leading to better results and higher resilience at work. This is supported by literature explaining that physical conditions that improve a person's physical and mental health can help them achieve their maximum potential in terms of productivity.

In addition to physical aspects, the non-physical aspects of the workplace environment are equally important. The views of [Mangkunegara \(2017\)](#) and [Nitisemito \(2018\)](#) which emphasize interpersonal relationships, effective communication, and positive work habits, serve as a relevant theoretical foundation for understanding this research subject. This study's findings indicate that employees who work in an environment that fosters harmony between work and personal life have higher levels of self-confidence and motivation. Healthy social interactions encourage a more positive work environment where employees feel happy and have a positive attitude toward their jobs. This condition reduces the continuity of productivity generated.

Psychologically, Herzberg's theory (as cited in [Robertson, 2016](#)) posits that in addition to external factors, intrinsic motivation—stemming from job satisfaction, work ethic, and the desire to be productive—is a key driver of productivity. A supportive work environment characterized by open communication and mutual respect fosters this intrinsic motivation. When employees feel their

contributions are valued, they gradually develop more resources to continuously improve their work, which ultimately boosts productivity.

This study corroborates previous findings which demonstrate that effective communication, healthy working relationships, and psychological support from colleagues and superiors are significant indicators of employee well-being. As discussed in various organizational psychology literatures, this involvement serves as a crucial mediator linking working conditions to productivity. An employee who feels genuinely involved, valued, and supported in the decision-making process will have a higher level of work ethic and more stable performance and attendance.

In the context of Garut Regency, this suggests that some local work practices may not be fully supporting a healthy work environment, which negatively impacts employee well-being and productivity. Given its strong economic sector and social structure, Garut Regency should adopt more adaptive work environments. The local population's characteristics, such as togetherness and mutual cooperation (*gotong royong*), contribute to workplace harmony. This study indicates that management principles that prioritize trust, open communication, and adherence to employee responsibilities would be easier to implement within the local context of Garut. Therefore, it is crucial for managers and leaders to build organizations that align with local characteristics to enhance productivity.

As suggested by several previous studies, an ideal work environment is not only about providing good physical facilities but also about fostering a harmonious social environment that can enhance employee productivity. Some research indicates that effective communication, healthy interpersonal relationships, and fair wages are factors that can increase workplace productivity. In this regard, the present study provides empirical evidence that these factors are also relevant in the Garut region, even with its unique social and economic context. This suggests that theories and research findings from previous studies can be applied in more specific contexts, influenced by time and conditions.

The discussion of this research reinforces the view that human resource management must encompass relational, effective, and cultural dimensions, in addition to structural and procedural ones. This means that productivity theories need to be expanded to include factors that may have previously been considered merely complementary, but which are in fact the primary drivers of long-term productivity.

As previously discussed, it is crucial to understand that a supportive work environment does more than just create a conducive atmosphere for daily operations. It also fosters an adaptive and progressive organizational culture. In this era of digitalization and dynamic workplace changes, flexibility in managing the work environment is increasingly important. Nowadays, employees

evaluate jobs not only based on salary but also on organizational factors such as fairness, job-related recognition, and work-life balance.

In the context of Garut Regency, with its strong social structure and high level of collectivity, management practices based on values and employee participation will have a greater impact on productivity. This research shows that involving employees in decision-making and having forums for two-way communication between management and employees can improve employees' perceptions of the organization. This will encourage employees to contribute as much as possible and improve the quality of their work.

Furthermore, it is important to emphasize the significance of managerial training that focuses on a humanistic and contextual approach. Local leaders must be able to adhere to cultural norms and uphold effective teamwork values. When the work environment is built on the principles of transparency, fairness, and honesty, productivity will not only increase but also be sustained. Therefore, this research not only shows a positive relationship between the work environment and productivity, but also offers practical guidance for human resource development that is locally relevant and capable of flexibly addressing the challenges of modern organizations.

Consistent with the perspectives on productivity theory ([Busro, 2018](#); [Sutrisno, 2017](#)), the findings of this research indicate that productivity is influenced not only by knowledge and a strong work ethic but also by a positive attitude and work environment. A supportive work environment fosters positive mental health, which in turn motivates employees to contribute more effectively. In this context, effective workplace management practices not only enhance individual productivity but also encourage workplace collaboration, leading to increased organizational productivity.

The findings also highlight the importance of healthy organizational practices. An organizational culture characterized by effective communication, trust, and teamwork creates an atmosphere that enhances productivity. When employees feel trusted and empowered to work diligently, they become more engaged in their jobs. Therefore, a work environment that fosters a positive organizational climate represents a strategic investment for businesses in Garut Regency to strengthen and increase productivity.

Besides providing insight into existing theories, this research also offers empirical evidence relevant to the development of human resource management practices, particularly in regions with unique social characteristics. An approach to managing the work environment that is responsive to the local context is crucial in Garut Regency, which is dominated by small and medium-sized enterprises. Businesses and institutions in this region must adapt to a work environment that not only focuses on physical aspects but also considers the psychological and social well-being of employees.

From a practical perspective, the findings of this research indicate that improving the physical workspace, internal communication, fostering a more conducive work environment, and enhancing participatory leadership are all critical aspects of workplace management. A healthy work environment encourages innovation, creativity, and employee loyalty, which will ultimately improve the performance of every company at all levels, both local and national.

This discussion shows that a work environment conducive to productivity is an important factor in maximizing employee output. Managing the work environment is not just about meeting physical standards, but also involves fostering positive social interactions, an inclusive organizational culture, and exemplary leadership. In the context of Garut Regency, this is even more critical given the existing social dynamics and diversity. Therefore, theoretical concepts developed in the literature must be adapted to local characteristics to ensure their implementation is both effective and comprehensive.

The purpose of this research is to assess the relationship between physical and social aspects of the workplace and employee productivity within a local context. The research not only provided an answer to this question but also developed an argument based on a relevant theoretical framework and reliable empirical data. This approach ensures that every point discussed is grounded in the primary objective of the study and does not deviate from the established focus.

The discussion emphasizes the importance of developing human resource management practices that are responsive to the local context. This aligns with one of the most important aspects of this research's objective: to provide practical recommendations that are reality-based and relevant for implementation in organizational environments with specific social and cultural characteristics. In this regard, the study shows that strategies to enhance productivity cannot be universally applied, indicating that they must be adapted to the local social and legal structures that underpin work activities in a given area. Therefore, the research conducted has significantly addressed all of its objectives. Both theoretically and practically, the study not only answers the research questions but also creates opportunities for further exploration, especially in the development of contextual and flexible management techniques.

The integration of the research findings and existing theory provides an understanding of the academic framework underlying the studied issue. Furthermore, this research fulfills all of its objectives by ensuring that each variable contributes to the local organizational culture and work system.

In summary, this research indicates that the work environment plays a strategic role in enhancing employee productivity. The findings support existing theories and expand our understanding of the relationship between the work environment and productivity, particularly within

a unique local context like Garut Regency. Therefore, a positive work environment should be prioritized in organizational strategies to achieve employee satisfaction and long-term success. This article is not only valuable for theoretical development but also provides a strong foundation for innovative, relevant, and diverse management practices

CONCLUSION

The research findings clearly show that the quality of the physical work environment has a significant impact on employee productivity. Adequate lighting, good ventilation, stable workspace temperatures, and effective noise management are examples of physical aspects that can boost employee satisfaction and maximize productivity. Conversely, a poor physical environment—such as cramped work areas, bad air quality, or unstable temperatures—can cause work-related stress, reduce concentration, and lead to lower productivity. This suggests that the impact of a healthy physical environment isn't just limited to these direct factors, but can also prevent psychological issues that negatively affect all aspects of work performance. Therefore, improving the quality of the physical environment is a crucial strategy to ensure employees can contribute their best and achieve organizational goals.

A work environment that supports healthy social interaction will foster employee loyalty and commitment to the organization, leading to positive and productive workdays. Therefore, managing the work environment to integrate both physical and non-physical aspects in a balanced way is a key component of organizational success. This approach improves productivity by developing human resources that are both adaptable and outstanding.

Finally, the findings of this research show that a high-quality work environment isn't just an indicator of increased employee productivity, but also a foundation for continuous human resource development. Strengthening both the physical and non-physical aspects of the work environment in Garut Regency is a strategic approach that will determine the long-term sustainability and efficiency of organizations. This research suggest that organizations, institutions, and the government will need to collaborate to create a safe, harmonious, and productive work environment that enables comprehensive and superior work performance. Overall, the development of a high-quality work environment isn't limited to the efforts of organizations alone. Instead, it requires the active collaboration of all relevant stakeholders—including local government, businesses, and the general public—to ensure that Garut Regency's work environment is safe, healthy, productive, and thriving.

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