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The Influence of Work Behavior on Employee Performance Through the Work Environment at the Regional Financial and Asset Management Agency of Labuhan Batu Regency

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Abstract

The decline in bureaucratic quality is often caused by employees who are less than optimal in carrying out their duties. Therefore, it is important to understand the factors that cause an institution to experience this decline. Therefore, this study will examine the influence of work behavior on employee performance through the work environment at the Regional Finance and Asset Management Agency (BPPA) of Labuhanbatu Regency. This study is expected to answer whether this variable is a contributing factor. Data collection in this study used quantitative methods, and analysis used Structural Equation Modeling (SEM). The study population was all employees at the Regional Finance and Asset Management Agency of Labuhanbatu Regency and related agencies. Data collection in this study involved field observations and questionnaires. The study concluded that work behavior positively influences the work environment. Work behavior also positively influences employee performance. Furthermore, the work environment positively influences employee performance. Finally, work behavior positively influences employee performance through the work environment at the Regional Finance and Asset Management Agency (BPPA) of Labuhanbatu Regency. so it can be concluded that work behavior and work environment need to be maximized in order to achieve maximum performance by each employee at the Regional Finance and Asset Management Agency (BPPA) of Labuhanbatu Regency.

Keywords: Work Behavior, Employee Performance, Work Environment, Regional Financial and Asset Management Agency (BPPA).

1. Introduction

Resilient people who are able to adapt to change are key to organizational progress. Human resources, in addition to productivity, are crucial for every organization to pay close attention to. Organizations with effective human resources will successfully achieve their goals of optimal work quality and quantity. Creating human resources capable of optimal performance requires creative employees. Given the complex nature of employee performance, institutions must pay closer attention to their human resources. According to Mangkuprawira (2017), several variables influence employee performance, such as personal factors, motivation, work environment, organizational commitment, and so on.

Factors that contribute to the decline in a person's performance, especially in several Regional Device Organizations in the Regional Financial and Asset Management Agency of Labuhanbatu Regency, include work behavior, namely lack of commitment to the work handled, lack of work initiative, and lack of good teamwork (Bond & Fried-Meyer, 1987). Success in achieving a good work predicate is also seen in terms of work behavior. The attitude of employee work behavior determines how the quality of work produced optimally Hasibuan, M. S. P. (2016). Work behavior is related to motivation which will then shape employee discipline. Discipline is a person's ability to act based on established rules or norms, in order to encourage employees to comply with all established regulations, namely by improving employee performance.

One important factor influencing employee performance is their work environment. This is because many employees complain about their less-than-ideal working conditions. A poor work environment and lack of employee motivation can lead to low employee performance in a company. As Sarwoto (1991) stated, a good organizational structure can help create a positive work atmosphere, while a poorly structured organization often creates a negative work atmosphere. According to Agus Ahyari (1994), the work environment relates to everything surrounding the work and that can influence employees in carrying out their duties, such as service,

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working conditions, and relationships between employees within the institution. Based on the description of the problem background above, the author conducted research to examine in more depth the Influence of Work Behavior on Employee Performance Through the Work Environment at the Regional Financial and Asset Management Agency of Labuhan batu Regency.

2. Research Method

The researcher will use a quantitative explanatory approach to examine the research object. The purpose of this quantitative approach is to gather information about intervening variables that influence employee performance in the workplace. This research will be tested using five independent variables, namely: Work Behavior (X1), one mediating variable, namely Work Environment (Z), and one dependent variable, namely Employee Performance (Y). Creswell (2017) stated that this research approach is quantitative research, which allows for the evaluation of certain theories by seeing how these variables relate to each other. Research instruments are used to measure these variables so that data consisting of numbers can be analyzed using statistical techniques. The research population was all employees at the Regional Financial and Asset Management Agency of Labuhanbatu Regency and agencies related to the institution. The minimum sample size that must be used in this study is 36 respondents. The process of collecting and collecting data is through field observation and using questionnaires. Data analysis uses Structural Equation Modeling (SEM).

2.1 Research Hypothesis

The hypothesis of the research to be conducted is :

1. There is a positive influence of work behavior on the work environment at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
2. There is a positive influence of work behavior on work performance at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
3. There is a positive influence of the work environment on employee performance at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.
4. There is a positive influence of work behavior on employee performance through the work environment at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.

3. Result And Discussion

3.1 Descriptive Analysis

Description of the variables in the study, namely all the variables studied, namely the variables of Employee Performance, Work Environment, and Work Behavior.

Table 1. Description of Employee Performance Variables

| Question | 5 | 4 | 3 | 2 | 1 | Total | Score | TCR | Mean | Category |
|----------|-----|-----|-----|----|----|-------|--------|------|------|----------------|
| | f | f | f | f | f | F | | | | |
| 1 | 113 | 102 | 92 | 41 | 24 | 372 | 1355 | 0,73 | 3,64 | Good/Fair |
| 2 | 92 | 73 | 151 | 32 | 23 | 372 | 1295 | 0,70 | 3,48 | Good/Fair |
| 3 | 101 | 132 | 91 | 27 | 21 | 372 | 1381 | 0,74 | 3,71 | Good/Fair |
| 4 | 41 | 61 | 142 | 81 | 47 | 372 | 1084 | 0,58 | 2,91 | Fair |
| 5 | 192 | 123 | 51 | 4 | 2 | 372 | 1615 | 0,87 | 4,34 | Very Good/High |
| 6 | 112 | 131 | 91 | 23 | 15 | 372 | 1418 | 0,76 | 3,81 | Good/Moderate |
| 7 | 161 | 121 | 71 | 16 | 3 | 372 | 1537 | 0,83 | 4,13 | Very Good/High |
| 8 | 114 | 182 | 51 | 24 | 1 | 372 | 1500 | 0,81 | 4,03 | Very Good/High |
| Average | 116 | 116 | 93 | 31 | 17 | 372 | 1398,1 | 0,76 | 3,76 | Good/Moderate |

Based on the data distribution above, it can be seen that the instrument questions 5, 7 and 8 are the biggest contributors to the performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The fifth contribution, namely "Loyalty and obedience to Pancasila, the 1945 Constitution, the State, the Government and prioritizing the interests of the state over personal interests is the basis of an employee's loyal nature" is included in the Loyalty indicator, and the dimensions of employee work behavior. The seventh and eighth instruments are included in the category of employee personal quality dimensions, where the highest contributing indicators are the insight indicator and the cooperation indicator.

Employees realize the importance of having broad insight and cooperation built to collaborate between units/departments in creating good service and a good integrated system.

The lowest contribution was in the fourth question, "Initiative is very necessary, especially in a fast-paced and competitive work environment," which falls under the initiative indicator and falls under the work behavior dimension. This is a common practice in the field, where employees are reluctant to take initiative; they generally act under orders and supervision from their superiors.

Table 2. Description of Work Environment Variables

| Question | 5 | 4 | 3 | 2 | 1 | Total | Score | TCR | Mean | Category |
|----------|-----|-----|-----|----|----|-------|-------|-------|-------|----------------|
| | f | f | F | F | f | F | | | | |
| 1 | 201 | 132 | 31 | 5 | 3 | 372 | 1639 | 0,88 | 4,405 | Very Good/High |
| 2 | 87 | 91 | 102 | 51 | 41 | 372 | 1248 | 0,670 | 3,350 | Good/Moderate |
| 3 | 210 | 112 | 42 | 7 | 1 | 372 | 1639 | 0,881 | 4,405 | Very Good/High |
| 4 | 73 | 69 | 171 | 36 | 23 | 372 | 1249 | 0,671 | 3,357 | Good/Moderate |
| 5 | 87 | 95 | 132 | 51 | 7 | 372 | 1320 | 0,709 | 3,548 | Good/Moderate |
| 6 | 63 | 66 | 121 | 67 | 55 | 372 | 1131 | 0,608 | 3,040 | Good/Moderate |
| Average | 120 | 94 | 100 | 36 | 22 | 372 | 1371 | 0,737 | 3,685 | Good/Moderate |

In the work environment variable, the largest contribution is found in instruments 1 and 3. The first instrument, namely "I have work equipment provided by the state according to daily work needs to carry out state duties" this instrument is included in the equipment indicator and the third instrument, namely "I can apply technology easily because there are fast internet network facilities, a capable laptop, information system technology that is easy to work on" is included in the Technology indicator where these two instruments, namely one and three, both fall into the Physical Work Environment dimension. In the Non-physical work environment, all are still in the good/moderate category but need improvement such as in the sixth instrument, namely "To improve cooperation between superiors and subordinates, it is necessary to build open and honest communication between the two parties, superiors need to listen to the views and opinions of subordinates, and subordinates must feel comfortable expressing their ideas. This condition occurs in my work environment" which is included in the superior-subordinate relationship indicator is the lowest contribution to this variable.

Table 3. Description of Work Behavior Variables

| Question | 5 | 4 | 3 | 2 | 1 | Total | Score | TCR | Mean | Category |
|----------|-----|-----|-------|----|----|-------|-------|-------|-------|----------------|
| | f | f | F | f | f | F | | | | |
| 1 | 173 | 130 | 51 | 15 | 3 | 372 | 1571 | 0,844 | 4,223 | Good/Fair |
| 2 | 51 | 76 | 156 | 66 | 23 | 372 | 1182 | 0,635 | 3,175 | Good/Fair |
| 3 | 123 | 142 | 41 | 23 | 3 | 332 | 1355 | 0,728 | 4,081 | Good/High |
| 4 | 163 | 142 | 41 | 23 | 3 | 372 | 1555 | 0,836 | 4,180 | Very Good/High |
| 5 | 163 | 142 | 41 | 23 | 3 | 372 | 1555 | 0,836 | 4,180 | Very Good/High |
| Average | 93 | 114 | 121 | 31 | 13 | 372 | 1359 | 0,730 | 3,653 | Good/Fair |
| | 128 | 124 | 75,17 | 30 | 8 | 365 | 1429 | 0,768 | 3,912 | Good/Fair |

In general, all instruments fall into the good category. The largest contributions are from the fourth and fifth instruments. Furthermore, the second instrument, "I prioritize the interests of the organization over my personal interests," is of particular concern, falling within the good-to-fair threshold.

3.2 Structure Equation Model

3.2.1 Convergent Validity on Employee Performance Variables

There were eight questions on the employee performance variable. Based on the data analysis, convergent validity was obtained through the loading factors in the table below:

Tabel 4. **Convergent Validity pada Variabel Kinerja Pegawai**

| Indicator | Loading Factor | Information |
|-----------|----------------|-------------|
| Y.1 | 0.766 | Valid |
| Y.2 | 0.801 | Valid |
| Y.3 | 0.785 | Valid |
| Y.4 | 0.743 | Valid |
| Y.5 | 0.714 | Valid |
| Y.6 | 0.804 | Valid |
| Y.7 | 0.767 | Valid |
| Y.8 | 0.791 | Valid |

All employee performance variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

3.2.2 Convergent Validity on Employee Work Environment Variables

The questionnaire for the employee work environment variable consisted of six. Based on the data analysis, convergent validity was obtained through the loading factors in the table below:

Table 5. Convergent Validity of Work Environment Variables

| Indicator | Loading Factor | Information |
|-----------|----------------|-------------|
| Z.1 | 0.754 | Valid |
| Z.2 | 0.840 | Valid |
| Z.3 | 0.821 | Valid |
| Z.4 | 0.795 | Valid |
| Z.5 | 0.838 | Valid |
| Z.6 | 0.801 | Valid |

All the Employee Work Environment variable instruments have a loading factor value of more than 0.6, meaning that all the instruments can be declared valid.

3.2.3 Convergent Validity on Employee Work Behavior Variables

The instrument questions for the Employee Work Behavior variable numbered five. Based on the results of the data analysis, convergent validity was obtained through the loading factors in the table below:

Table 6. Convergent Validity of Employee Work Behavior Variables

| Indicator | Loading Factor | Information |
|-----------|----------------|-------------|
| X.1 | 0.798 | Valid |
| X.2 | 0.778 | Valid |
| X.3 | 0.736 | Valid |
| X.4 | 0.684 | Valid |
| X.5 | 0.810 | Valid |

All Employee Work Behavior variable instruments have a loading factor value of more than 0.6, meaning that all instruments can be declared valid.

3.4 Discriminat Validity

Discriminant validity aims to test the extent to which a latent construct is actually different from other constructs. High discriminant validity indicates that a construct is unique and capable of explaining the phenomena being measured.

3.4.1 Average Variance Extracted (AVE)

The AVE value of all variables must be greater than 0.5. This value indicates adequate convergent validity, meaning that one latent variable is able to explain more than half of the daily average of its indicators.

Table 7. Average Variance Extracted (AVE)

| Variable | Average Variance Extracted (AVE) |
|---------------------------|----------------------------------|
| Employee Performance | 0,711 |
| Employee Work Environment | 0,721 |

Based on the table above, the results obtained show that the average variant value extracted from the Employee Performance variable (0.711), Work Environment (0.721) is greater than 0.5, so it can be concluded that all instruments for each variable meet the requirements and conditions of discriminant validity.

3.4.2 Reliability Testing

This reliability test aims to see the overall consistency of the construct variable instrument in measuring the variable itself. This study uses two approaches, namely Cronbach's alpha and composite reliability. In the Cronbach's alpha and composite reliability tests, the lower limit of the reliability value of a construct is seen, which has regulations that must be greater than 0.7-0.6, a value that can be accepted as a variable that has an instrument that consistently measures the variable itself.

Table 8. Cronbach Alpha dan Composite Reliability

| Variable | Cronbach Alpha | Composite Reliability | Conclusion |
|---------------------------|----------------|-----------------------|------------|
| Employee Performance | 0,911 | 0,915 | Reliabel |
| Employee Work Environment | 0,877 | 0,897 | Reliabel |
| Work Behavior | 0,937 | 0,945 | Reliabel |

Based on the test results in the table above, the test results were greater than 0.70. Therefore, it can be concluded that all instruments for each research variable have met the reliability assumptions in the Cronbach Alpha test.

3.3 Inner Model

3.3.1 Q Square

This test is conducted to measure how well the observations and parameter estimates generated by this research model perform. Observations and parameter estimates are considered good if the Q-square value is greater than 0 ($Q^2 > 0$) as follows :

Table 9. Q Square

| | SSE/SSO |
|----------------------|---------|
| Employee Performance | 0.651 |

The image above shows the value of Q^2 greater than 0, namely $0.651 > 0$. So it can be concluded that the observations and parameter estimates in each model formed are quite good.

3.3.2 Goodness of Model

Table 10. Goodness of Model

| | Saturated Model | Estimated Model |
|------|-----------------|-----------------|
| SrMR | 0.0082 | 0.082 |

It is known in the image above that the results of the goodness fit test of the SRMR model are $0.082 < 0.1$. So it can be concluded that the model is fit.

3.3.3 Discriminant Correlation Testing

Table 11. R-Square

| | R Square |
|--------------------------|----------|
| Employee Performance (Y) | 0.771 |
| Work Environment (Z) | 0.684 |

Source: Data Processing

The R-Square value for Employee Performance (Y) is 0.771, meaning that Work Behavior (X) and Work Environment (Z) explain 77.1% of Employee Performance (Y). The remaining value is explained by other variables outside of this variable.

The R-Square value of the Work Environment (Y) is 0.684, which means that Work Behavior (X) is able to explain the Work Environment (Z) by 68.4%. Meanwhile, the remaining value is explained by other variables outside this variable.

3.3.4 Hypothesis Testing

Table 12. Results of Direct and Indirect Hypothesis Tests

| | Original Sample (O) | T Statistics (O/STDEV) | P Values |
|---|------------------------|-----------------------------|-------------|
| Work Behavior -> Work Environment | 0,371 | 4,504 | 0,000 |
| Work Environment -> Employee Performance | 0,282 | 3,426 | 0,008 |
| Work Behavior -> Employee Performance | 0,051 | 2,002 | 0,000 |
| Work Behavior -> Work Environment -> Employee Performance | 0,313 | 2,452 | 0,007 |

Based on the results of the direct influence hypothesis testing above, the following conclusions can be drawn regarding the effects of each equation:

1. The influence of Work Behavior (X) on the Work Environment (Z) is significant because the t-statistic is greater than 1.969 (4.504), and the p-value is less than 0.05 (0.000).
2. The influence of Work Environment (Z) on Employee Performance (Y) is significant because the t-statistic is greater than 1.969 (3.426), and the p-value is less than 0.05 (0.008).
3. The influence of Work Behavior (X) on Employee Performance (Y) is significant because the t-statistic is greater than 1.969 (2.002), and the p-value is less than 0.05 (0.000).
4. The influence of work behavior (X) on employee performance (Y) through the work environment (Z) is influential and significant because the t-statistic value is more than 1.969, namely 2.452, and the P-value is less than 0.05, namely 0.007.

4. Discussion

Work behavior is related to the work environment. According to Sukirman (2017), Cushway, B., & Lodge, D. (1996). work behavior is the ability to work and behaviors that are very important in every job or work situation. How people in the work environment can actualize themselves through their attitudes at work (Robbins et al., 2002), Etzioni, A. (1985). There are eight paradigms at the work behavior level that produce eight main work behaviors that can be the basis for success at both the personal, organizational, and social levels, namely: working sincerely, working thoroughly, working correctly, working hard, working seriously, working creatively, working superiorly, and working perfectly (Sinamo, 2002; Brasmasari, 2004; Umam, K. 2012). ; Etzioni, A. (1985).

Furthermore, work behavior influences employee performance. As Gray (2002), Zainal (2017), Luthans (2002) points out, employee work behavior significantly impacts institutional performance. It's often overlooked that work behavior contributes to the completion of assigned tasks. In-depth understanding and insight are needed to mitigate conflict within each work behavior. The solution lies in creating a healthy work climate or environment (Gray, 2002; Mariam, 2009).

The research also shows that employee performance is influenced by the work environment. According to Mahajaya & Subudi (2016), Herzberg, F. (2011). employee performance and the work environment are the social, psychological, and physical life within a company that influences workers in carrying out their duties. The social life referred to relates to beliefs, values, attitudes, views, patterns, or lifestyles in the surrounding environment, as well as interactions between people who work in a company, both interactions between superiors and subordinates and with colleagues. Psychological life is the interaction of employee behaviors within a company where they work. According to Dadang (2013), the work environment is everything that exists around workers and that can influence them in carrying out assigned tasks, such as cleanliness, air temperature, work safety, lighting, and others.

Work behavior influences employee performance through the work environment. According to Mangkunera (2017), Alim. (2009) the work environment is all physical aspects of work and productivity achievement. Supardi (2016) states that work behavior on employee performance through the work environment is the condition around the workplace, both physical and non-physical, which can provide a pleasant, safe, calming and comfortable impression at work. According to Sedarmayanti (2015), work behavior and the work environment are all tools and materials encountered in the surrounding environment where a person works, their

work methods, and work arrangements both as individuals and as a group. The work environment is everything around workers that can influence them in carrying out the tasks assigned (Alex, 2016).

5. Conclusion

Based on the research results, several conclusions can be drawn, namely: Work behavior positively influences the work environment of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. Work behavior positively influences the work performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The work environment positively influences the performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. Work behavior positively influences employee performance through the work environment at the Regional Financial and Asset Management Agency of Labuhanbatu Regency.

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