

Effects Of Physical Work Environment, Non-Physical Work Environment, Person Job Fit, And Person Organizational Fit

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ABSTRACT

This study aims to determine the effect of physical work environment, non-physical work environment, person job fit, and person organizational fit on employee performance at Perumda Air Minum Tirta Merapi Klaten Regency. This research is a quantitative study with a sampling method using probability sampling technique, which means that each member of the population has the same opportunity to be selected as a sample. Respondents in this study were 109 employees of Perumda Air Minum Tirta Merapi Klaten Regency. The data analysis technique used is the validity test method, reliability test, correlation coefficient, coefficient of determination, multiple linear analysis, and hypothesis testing (partial t test and simultaneous F test) using SPSS 26.00 software. The results showed that the physical work environment did not have an effect on employee performance, the non-physical work environment did not have an effect on employee performance, Person Job Fit had a significant effect on employee performance, Person Organizational Fit had no effect on employee performance. The results of hypothesis testing obtained a regression R-Square value of 0.135 which indicates that 13.5% of the four independent variables affect employee performance while 86.5% is influenced by other variables.

Keywords: *Employee Performance; Non-physical Work Environment; Person Job Fit; Person Organizational Fit; Physical Work Environment.*

INTRODUCTION

Companies engaged in the manufacturing, trade and service industries have never escaped the name of human resources. Human resources are an important role in a company that is a factor in running an organization to achieve a certain goal. A good organization must have competent, qualified human resources and be able to compete in the era of globalization and be able to adapt to today's technological changes.

The quality of human resources is one of the keys in determining the development of an organization or company. As a driving factor in an organization, professional human resources or employees are needed in each field of work because an organization that will determine a company will experience sustainable growth depending on the performance of its employees. Employee performance is the responsibility of every company, starting from recruiting employees to employee satisfaction when doing work in their respective fields, and when employees feel comfortable with their work without having excessive burden, there will be satisfaction felt by employees. This satisfaction will encourage high morale for the company and result in an increase in employee performance so that when doing their work it will be better and the company will get reciprocity from its treatment of employees (Alfani and Hadini, 2018).

Satisfaction can be achieved by employees with the fulfillment of several factors including the work environment. A bad work environment will cause employees not to be able to work optimally and will cause a habit that will continue to be repeated if there is no one who dares to change it. while a good work environment will lead the company to maximize productivity. In realizing good job satisfaction requires the ability to explore new opportunities and exploit existing resources. Exploration and exploitation are needed to see the possibility of new opportunities that can be managed by organizations or companies in an effort to improve performance.

The physical and non-physical work environment has a very important influence on employee performance so creating a conducive work environment is needed in order to encourage employees to stay focused on doing their duties and responsibilities. This study will raise the physical and non-physical work environment factors. The physical work environment includes physical conditions that can be seen in the workplace such as interior design, air circulation, and temperature while the non-physical work environment will include the behavior of individuals who contribute to the work environment such as circumstances relating to the working relationship of superiors to subordinates, subordinates to superiors, or fellow colleagues and will explain the work atmosphere that occurs in the work environment. Of course, employees will expect a conducive and harmonious work environment in terms of physical and non-physical. When every employee has a good relationship

and feels comfortable in carrying out their duties and obligations and has a shared awareness in uniting the desire to achieve organizational or company goals, it will result in high work performance, otherwise if there is disharmony in the relationship in the work environment or employee discomfort in the physical work environment will cause a decrease in employee performance and a sense of dissatisfaction will arise in employees which will affect employee loyalty as well (Astutiningtyas *et al.*, 2021).

Performance is a determinant of the level of progress of the company, especially in public sector companies that are directly related to consumers and the surrounding community, such as the Regional Public Company (Perumda) Tirta Merapi Drinking Water of Klaten Regency as a company that provides and distributes clean water to the community. Based on a case reported by Prakoso (2024) regarding public dissatisfaction with the performance of employees of the Regional Drinking Water Company (Perumda) Tirta Merapi Klaten Regency which resulted in a demonstration initiated by the affected community. The problem stems from the dissatisfaction of the community with the services provided by the company, especially regarding water services where it is said that the water is stuck from morning to night and only lives at midnight for the last three months which makes residents annoyed because they have to stay up late to collect water from midnight. This has had an impact and a bad impression on customers, leading to a movement where they went to the office directly and unfurled banners with narratives of protest against the company's services such as "The water elite tax is difficult, I buy water not wind, and the office is moving from here." While they carried empty gallons and buckets and beat them in a series of demonstrations carried out by the community.

The conditions described above indicate that there is still a lack of public trust related to employee performance in the service sector. Therefore, this research can be expected to make the object of consideration in formulating or evaluating the policies needed by the organization. In this case, this research is expected to be able to bring up and improve the performance of employees as a form of effort in achieving organizational success in serving customer needs based on several factors such as physical work environment, non-physical work environment, person job fit, and person organizational fit.

Previous research is an important basis for the preparation of this research. By looking and scrutinizing the results of previous research, some information about this research can be known. Alfani and Hadini (2018) conducted research on the performance of employees of the Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin. Based on the results of his research, it can be concluded that the Person job fit has no influence on Employee Performance, which means it is not accepted because it has not been tested. This means that the person job fit on the performance of employees of the Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin, is not good or not fit which allows that

employee performance is greatly influenced by other factors. Meanwhile, person organization fit has a significant positive effect on employee performance, because it has been tested. And if person organization fit on employee performance is applied properly to employees of the Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin, then the performance of these employees will be better or more fit.

According to the results of research from Anindita (2019) concluded that person organization fit has a significant positive effect on employee performance at the Surabaya City Education Office Branch Office, East Java Province. Meanwhile, person job fit has no significant effect on employee performance.

According to research from Noorainy (2017) has concluded that there is a positive and significant influence between physical work environment variables and the non-physical work environment with employee performance at the Regional Secretariat of Pangandaran Regency. The results of the analysis show that work effectiveness is influenced by coordination and communication by the correlation coefficient found of 0.919. This shows that there is a very high influence of PWE and NPWE on EP. To state the size of the contribution of the PWE and NPWE variables to the EP variable, it can be seen from the calculation of the coefficient of determination of 0.844. This value indicates that the physical work environment (PWE) and non-physical work environment (NPWE) have a significant effect on employee performance (EP) by 84.4%, while the remaining 15.6% is influenced by other variables outside the variables studied. Meanwhile, according to research from Widianingrum and Djastuti (2016) conducted at PT Kereta Api Indonesia (PERSERO) Optional Region IV Semarang has concluded that the physical work environment has no significant effect on employee performance and the non-physical work environment has a positive and significant effect on employee performance. From some of these studies, it indicates that the inconsistencies in the results of previous research can provide opportunities for retesting in different research settings. Why is this research important to do in the selected population, namely that it can be taken into consideration by the company to improve or improve employee performance at the Regional Drinking Water Company Tirta Merapi Klaten Regency.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

1) Physical Work Environment

Based on previous literature, it is said that the physical work environment has an important role in stimulating knowledge sharing in an organization or company. In the form of physical infrastructure in the form of building design, space and facilities is one of the main dimensions of knowledge management infrastructure (Budie *et al.*, 2019).

Open office layout planning is of interest to some call center organizations

because of its flexible layout, and by rearranging the layout of workstations, it is easier to reflect team reorganization. Air quality, temperature, and circulation are key characteristics of the physical work environment and will be greatly influenced by the architectural design of the building and workstations (Miller and Hendrickse, 2016).

The physical work environment is a physical condition consisting of cleanliness, noise, and vibration. Of these several elements must be able to create a sense of security and comfort so that it will play a role in improving employee performance with employee satisfaction as a driver. The physical work environment can also be defined as a physical condition contained in the workspace that helps employees in doing their work either directly or indirectly (Saefullah and Basrowi, 2022). In their article, Saefullah and Basrowi (2022) also said that a safe and healthy work environment will be able to have a positive impact on the workers in it, therefore the work environment is very important to be improved to support the optimization of employees' work. The best impact of increasing the feasibility of the work environment is the higher productivity of workers so that the company will be easier to achieve its goals by being able to compete healthily in global industrial competition. There are several indicators of the physical work environment put forward by (Saefullah and Basrowi, 2022), namely lighting which is the intensity of light emitted from a light source that spreads throughout the room. Lighting itself has its own size criteria which is usually known as the lux size measured using a luxmeter with a normal standard of 200 Lux. The air temperature in the workplace can affect workers in carrying out their production activities, so it is necessary to regulate the room temperature that can provide a sense of comfort in employees working, the normal standard temperature in the room ranges from 18 - 30°C. The noise level in the industrial area is given a noise tolerance value of less than 85 dB, so that it does not interfere too much with the hearing of the workers. The size of the workspace is also a determinant of comfort for workers, a narrow workspace can interfere with the comfort of workers carrying out activities and a workspace that is too large is also considered less flexible for employees to carry out activities because it can take too long. The layout of the workspace is one of the indicators that determine the effectiveness of workers in carrying out activities. As well as cleanliness as a major factor in building employee comfort at work, if the room is too dirty it will interfere with the health and comfort of employees in doing work. And there are many other indicators such as workspace privacy, room color stability, air circulation, equipment, and security.

The physical work environment which is a place or environmental condition where employees can carry out all activities including carrying out their work is an important factor in an organization and will affect employee performance if employees can work with adequate facilities.

This is supported by research from which concludes that the physical work

environment variable has a significant effect on the performance of Pangandaran Regional Secretariat employees. According to Sitepu et al. (2020) said that the physical work environment variable has a significant effect on the performance of MNC Sky Vision Medan employees. Based on the results of previous research, researchers can propose the first hypothesis as follows:

H1. The physical work environment has a significant effect on employee performance at PDAM Tirta Merapi Klaten.

2) *Non-physical Work Environment*

Candrianto and Gusti (2019) say that the non-physical work environment is the working relationship between superiors and subordinates, colleagues, and opportunities for decision making. The non-physical work environment is a condition that occurs that has a relationship with work, both the relationship between superiors and subordinates and the relationship between coworkers as well as the relationship with subordinates. Based on this understanding, it can be concluded that the non-physical work environment can also be called the physical work environment which cannot be seen physically in the surrounding environment.

A good non-physical work environment will be a driving force for an employee to work better with maximum performance. The non-physical work environment can be defined as a situation related to work relationships, be it the relationship between superiors, subordinates, even with coworkers. The non-physical work environment is in the form of psychological conditions felt by workers where when workers carry out the work and responsibilities they get they do not feel fatigue but will make workers more focused in carrying out their duties and obligations as workers. Previous research says that the non-physical work environment can improve an employee's work performance (Marlius and Sholihat, 2022).

The non-physical work environment is a work environment that is created and directly related to fellow human resources in the company such as communication between coworkers and superiors, the social atmosphere of the work environment and self-control (Saefullah and Basrowi, 2022). Some indicators of the non-physical work environment according to Saefullah and Basrowi (2022) are the relationship between coworkers, the relationship between superiors and subordinates, the temporal work environment such as the number of working hours and work breaks, and the psychological work environment such as boredom, monotonous work, and work fatigue. Working relationships between employees are needed in doing work, especially for employees who do work in groups, if there is conflict in the group, it will be able to worsen the work atmosphere and will have an impact on reducing the work productivity of employees. Conversely, good working relationships between employees will be able to increase the enthusiasm and productivity of workers where they will work together and help each other in solving a problem and will create a family space in the relationship between workers (Pangarso and Ramadhyanti, 2017).

In their research Pangarso and Ramadhyanti (2017) also said that the attitude of superiors towards subordinates will be able to influence in carrying out work activities. A respectful attitude by humanizing fellow humans between superiors and subordinates will make workers more active in doing work so as to create employee satisfaction and encourage enthusiasm for work by improving employee performance.

The non-physical work environment is an atmosphere that exists in a work environment in the form of relationships between subordinate superiors, subordinates to superiors, and also fellow coworkers. A good non-physical work environment will be a driving force for an employee to work even better with maximum performance.

This is supported by research from Candrianto and Gusti (2019) which concluded that the non-physical work environment has a significant effect on employee performance at PT Telkom West Sumatra. According to Sitepu et al. (2020) which concluded that the non-physical work environment greatly affects employee performance at MNC Sky Vision Medan. As well as according to Hartati et al. (2020) with research that concluded that the non-physical work environment has a significant effect on employee performance at the Budisatrya Foundation. Based on the results of previous research, researchers can propose the second hypothesis as follows:

H2. The non-physical work environment has a significant effect on employee performance at PDAM Tirta Merapi Klaten Regency.

3) *Person Job Fit*

Person job fit according to Charlton and Eschleman (2019) is defined as the resources needed to be balanced with available jobs. Person job fit is the match between job characteristics and individual values such as knowledge, competence, and ability to do their job in a company (Nielsen *et al.*, 2021). Person job fit leads to the level of fit between the abilities and the job faced by an individual. The suitability of good individual abilities in carrying out their duties is a determining factor in obtaining or placing prospective workers in the right job, because this will directly affect the performance of employees or organizations. When employees are satisfied with the work they do, these employees have a greater chance of career success which of course will also have a good impact on the organization or company where the employee works (Chang *et al.*, 2020).

Person job fit is a match between job characteristics and individual abilities in carrying out these tasks, in this case it will help strengthen employee bonds in carrying out their duties. Person job fit defines the suitability of the workforce needed in a company (Berahmawati *et al.*, 2019).

Person job fit is a definition of how well a person's skills match the requirements of the position in their job. The fit between a person and the tasks and work they do in the workplace is often referred to as person job fit. Fit (competence) is determined by the requirements of the job and the employee's ability to fulfill them, as well as the

employee's aspirations and the tools available to fulfill these requirements. According to need theory, the career orientation of each individual is influenced by three essential needs, namely the need for affiliation, the need for power, and the need for achievement. Person job fit theory states that when there is a match between job characteristics and individual abilities in carrying out tasks, this will be able to strengthen employees' bonds with the work they do so that they will feel more committed to the job (Sekiguchi and Yang, 2024).

Person Job Fit is a match between the individual and the job he gets. If an individual gets a job that suits his expertise so that he can do the job with pride and pleasure, the performance of the individual will increase because he gets a job that suits his expertise and desires.

According to Berahmawati et al. (2019) on research which concluded that the Person Job Fit variable has a positive and significant effect on the performance of employees of the Medan Palm Oil Research Center. In the research of June et al. (2013) which concluded that Person Job Fit has a positive influence on the performance of employees of service SMEs in Malaysia. And according to Rajper et al. (2020) with research that concluded that the Person Job Fit variable has a positive and significant effect on the dependent variable of employee performance in the health sector in Sindh. Based on the results of previous research, researchers can propose the third hypothesis as follows:

H3. Person Job Fit has a positive effect on employee performance at PDAM Tirta Merapi Klaten Regency.

4) Person Organizational Fit

Based on the literature according to Grobler (2016), the definition of person organizational fit is a fit between people (employees) and organizations that can occur when at least one of the entities provides something that is required by the other, or they have similar fundamental characteristics, or both. Person organization fit is simply defined as the compatibility or comfort of a person (employee) with an organization.

In building and improving the perception of fit between the organization and the employee, the employee's personal values, career goals and future plans must be able to blend or match the company culture with the greater demands or work. Person organization perceived fit can occur when the organization can meet the needs of all employees in terms of the fit between employees' personal values and the values of the company's organizational culture (Grobler, 2016). On the other hand, according to Grobler (2016) in the ability demands perspective, there is a fit between people and organizations when employees have and show the abilities they need to meet the demands of the company or organization. Grobler (2016) added, overall person organization fit has three components. The first is the similarity between the

employee's personal values and the characteristics of the company, the second is the compatibility of the employee's goals with the goals of the organization or company, and the third is the consistency between the employee's values and the organizational culture.

Person organization fit is referred to as the compatibility between individual values and organizational values. This definition includes the realization of the need for equality, how important the interaction between employees and the organization is, individual values, and the principle of equality (Oyakhire, 2020).

Person organization fit can be defined as the similarity of organizational values with individual values. Person organization fit (PO Fit) is also based on individual needs in maintaining compatibility with the cultural values that apply to an organization or company (Yeni *et al.*, 2022).

Person Organizationa Fit is a fit between the individual and the organization where the individual works. Individuals who have a fit with the organization including in terms of culture, religion, and values in the organization will be able to support employee performance due to the fulfillment of spiritual feelings and philosophical values that are appropriate for individuals. This will make employees feel safe and comfortable in carrying out their work activities.

This is supported by research from Rajper *et al.* (2020) with research that concluded that the independent variable Person Organizational Fit has a positive influence on employee performance in the health sector in Sindh. From the research of Suciati *et al.* (2021) also concluded that the independent variable Person Organizational Fit has a positive and significant effect on the dependent variable employee performance. And according to research by Gunawan *et al.* (2019) concluded that the Person Organizational Fit variable has an influence on employee performance variables in life science companies in Indonesia. Based on the results of previous research, researchers can propose the fourth hypothesis as follows:

H4. Person Organizational Fit has a positive effect on Employee Performance at PDAM Tirta Merapi Klaten Regency.

5) *Employee Performance*

Employee performance is a multicomponent concept that involves the quality and quantity of output, attendance at work, accommodating nature and assisting in the timeliness of output (Tahiri *et al.*, 2022). Performance is a very important aspect related to organizational results and success. employee performance is an activity related to work by measuring how well the activity is carried out. performance needs to be directed in line with organizational goals with the application of relevant work given to workers. if employees carry out their work activities well and produce something in accordance with the wishes of the company, then this will help the organization on the road to success based on goals and objectives. employee

performance is the accumulated result of the skills, efforts, and abilities of all employees in the realization of company goals through their contribution through increased organizational productivity (Tahiri et al., 2022).

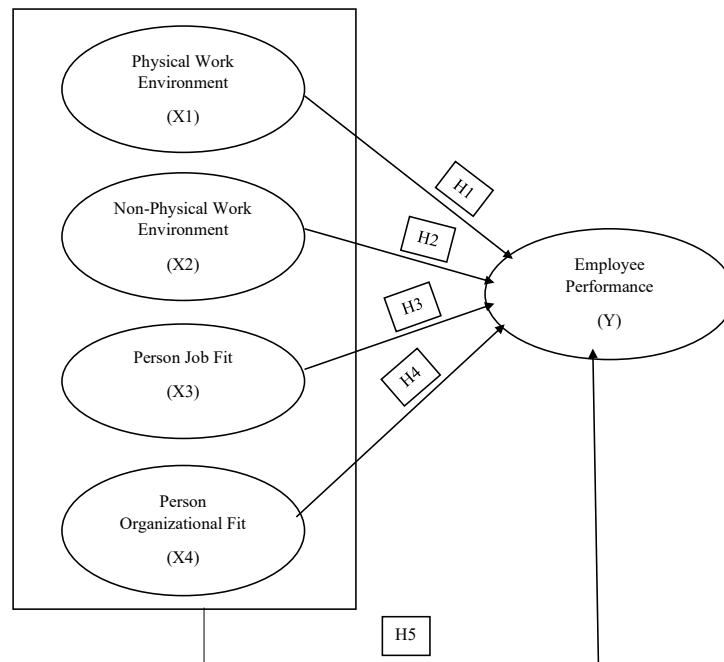
Employee performance is related to employees who have skills in achieving work goals and are able to meet the demands of job targets or the achievement of standard work procedures that have been set by the organization or company where the employee works. Performance can also be described as two aspects possessed by employees, namely in terms of abilities (natural) and skills (acquired) which are a source of motivation to improve better job performance (June et al., 2013).

Lee and Hidayat (2018) define performance as the result of a person's work which is seen from the quality and quantity in carrying out the assigned tasks. Performance is a result of the work that a person achieves in completing the tasks assigned to a person, taking into account skills, knowledge, sincerity, and timeliness. Performance measures the results or overall level of success of a person in completing an activity during a certain period compared to various possibilities such as standards, goals, objectives, and criteria that have been determined by a company at the beginning.

Performance is what an individual needs in the implementation of carrying out work activities required by the organization or company with measurable actions according to the organization. Employees must have the right skills to provide maximum service to the standard of work they do. It is also proven in organizational behavior research that there must be a fit between employees and the organization and their work, if in its realization this fit can be implemented in an organization or company, it will be easier for the organization or company to achieve its targets and goals because it is driven by the great motivation of employees that arises because of the satisfaction felt by employees which will have an impact on employee performance to be maximized due to the fit between individual employees and the organization and the work they do.

RESEARCH METHODS

This study discusses the effect of independent variables, namely the physical work environment, non-physical work environment, person job fit, and person organizational fit on the dependent variable on employee performance. To facilitate understanding of the entire series of this study, a theoretical framework is compiled as follows:



Picture 1. Conceptual Framework

This research was conducted at the Regional Public Company (Perumda) Tirta Merapi Drinking Water, Klaten Regency, Central Java with a population of 109 employees. The sample size used in this study is the entire population, namely 109 people taken by census. Data collection using a questionnaire distributed to 109 respondents through the information section of Perumda Air Minum Tirta Merapi Klaten Regency as well as to maintain the quality of data collection. The existing data is then processed and analyzed with quantitative methods using SPSS software. SPSS software is used for instrument testing (validity and reliability), classical assumption testing, model testing, and hypothesis testing (multiple linear regression analysis) and sobel tests using the daniel soper calculator. Researchers used a Likert scale instrument 1-5 from strongly disagree (1) to strongly agree (5).

The physical work environment is a place or environmental condition that is physical or can be felt directly in the workspace as a support for smooth work by employees. The statement indicators used in measuring the physical work environment in this study use indicators from Samson *et al.* (2015) with sample statements such as 1). The equipment I use is comfortable, flexible to adjust, easy to rearrange or rearrange, and 2). The temperature in the room or office where I work is appropriate.

The non-physical work environment is a psychological condition or condition that cannot be felt directly in the workspace, it can be in the form of relationships between superiors and subordinates and relationships between coworkers. The statement indicators used in measuring the non-physical work environment in this

study use indicators from Samson *et al.* (2015) with sample statements such as 1). My boss can respect the opinions of coworkers, and 2). Bosses inform employees about important decisions, changes, or plans for the future.

Person job fit is the fit between an individual and a job assigned by him. The statement indicators used in measuring person job fit in this study use indicators from Cable and DeRue (2002) dan Cable and Judge (1996) with examples of statements such as 1). There is a good match between what the job offers and what I am looking for in a job, and 2). My personal abilities and education provide a good fit with the demands of the job.

Person organizational fit is a match between individuals and the values of the company where individuals work. The statement indicators used in measuring person organizational fit in this study use indicators from Cable and DeRue (2002), Abdalla *et al.* (2018), dan Supeli and Creed (2014) with sample statements such as 1). My personal values match the values and culture of my organization, and 2). My personal goals match the goals of this organization.

Employee performance is a result of the work that a person achieves in completing the tasks assigned to a person, taking into account skills, knowledge, sincerity, and timeliness. The statement indicator used in measuring person organizational fit in this study uses indicators from Koopmans *et al.* (2014) with statements such as 1). I managed to plan my work so that it was completed on time, and 2). I remember the results I have to achieve in my work.

RESULTS AND DISCUSSIONS

1) Validity and Reliability Test

Validity measurement is tested by comparing the r-count with the r-table value. In the data obtained, 0.1882 was obtained as the r-table ($n = 109$; $\alpha 5\%$; 1-tailed). The instrument is valid when the r-count is greater than the r-table. Testing results in r-count Physical Work Environment (0.282-0.522), Non-physical Work Environment (0.361-0.480), Person Job Fit (0.409-0.490), Person Organizational Fit (0.311-0.509), Employee Performance (0.338-0.509) meaning that all items are said to be valid because > 0.1882 . The reliability test is seen through the Cronbach's Alpha results which are greater than 0.60. obtained Cronbach's Alpha Physical Work Environment (0.653), Non-physical Work Environment (0.688), Person Job Fit (0.666), Person Organizational Fit (0.616), Employee Performance (0.833) which are all greater than 0.60, therefore the data can be said to be reliable.

2) Respondent Characteristics

The characteristics of the respondents are shown in table 1 with 109 respondents consisting of 65 (59.6%) men and 44 (40.4%), this indicates that men dominate because there is a need for male labor as field workers and as field technicians. Respondents based on employment status are dominated by permanent employees as

many as 84 (77.1%), based on age characteristics which are divided into four age groupings, dominated by an age range of around 21-30 years as many as 66 people (60.6%), this means that young employees are more employed because they are basically more literate in technological developments. Based on marital status, it is dominated by married employees as many as 67 people (61.5%) who certainly hope to foster kinship in the work environment because of their mature mindset. Based on the last education category, 60 people (55%) have a bachelor's degree (S-1) which dominates.

Table 1. Respondent Characteristics

| Categories | | Total | Presentase |
|-------------------|------------------------|-------|------------|
| Gender | Male | 65 | 59.6% |
| | Female | 44 | 40.4% |
| Employment Status | Not Fixed | 25 | 77.1% |
| | Fixed | 84 | 22.9% |
| Marriage Status | Unmarried | 41 | 37.6% |
| | Married | 67 | 61.5% |
| | Widow/widower | 1 | 0.9% |
| Age | 11-20 years | 3 | 2.8% |
| | 21-30 years | 66 | 60.6% |
| | 31-40 years | 37 | 33.9% |
| | 41-50 years | 3 | 2.8% |
| Latest education | High school equivalent | 27 | 24.8% |
| | Diploma-1/2/3 | 21 | 19.3% |
| | S-1 | 60 | 55.0% |
| | S-2 | 1 | 0.9% |

Source: Primary Data Processed 2024

3) Description of Research Variables

Variable descriptions in the descriptive statistics of this study include the average value of each independent variable (Physical Work Environment, Non-physical Work Environment, Person Job Fit, and Person Organizational Fit) and the dependent variable (Employee Performance) presented in table 2. Based on table 4, it shows that the responses of 109 respondents to the Physical Work Environment variable have an average of 3.64, meaning that the Physical Work Environment felt by respondents when working is in a good category. The Non-physical Work Environment variable has an average of 3.63, which means it shows that respondents feel the atmosphere of the non-physical work environment well. Variable Person Job Fit is perceived quite well by respondents with an average value of 3.34. The Person Organizational Fit variable has an average value of 3.36, which means that respondents rate it quite well with organizational fit in the company. Employee Performance shows an average value of 2.59, which means that respondents rate poorly on performance improvement.

Table 2. Deskriptive Variabel

| Variables | Mean | Categories |
|-------------------------------|------|------------|
| Physical Work Environment | 3.64 | Agree |
| Non-physical Work Environment | 3.63 | Agree |
| Person Job Fit | 3.34 | Neutral |
| Person Organizational Fit | 3.36 | Neutral |
| Employee Performance | 2,59 | Disagree |

Source: Primary Data Processed 2024\

4) Classical Assumptions

The classic assumption test results (Table 3) show the results of the heterocdasticity, normality, and multicolonierity tests. The test results in table 5 show that there are no symptoms of heterocdasticity (Spearman's Rho test, $p > 0.05$) where the significant value of all variables is more than 0.05, and based on table 5 it can be seen that the One Sample Kolmogrov-Sminorv test results have a value, Asymp. Sig. > 0.05 , namely 0.157, this indicates that the normality test is also fulfilled (Kolmogrov-Sminorv test, Asymp. Sig. > 0.05). To test multicolonierity with the SPSS 26 program, it can be seen by looking at the regression model from the VIF value and Tolerance value, which is if the VIF value is < 10 and the Tolerance value is > 0.1 , in the model it can be seen that the PWE variable has a VIF and Tolerance value of 1.046 and 0.956, the NPWE variable has a VIF and Tolerance value of 1.034 and 0.967, the PJF variable has a VIF and Tolerance value of 1.016 and 0.984, and the POF variable has a VIF and Tolerance value of 1.034 and 0.967. So from these results it can be said that there are no multicolonierity symptoms in the model.

Table 3. Classical Assumption Test Results

| Ind. | Dep | Multicollinearity | | Spearman's Rho Test | Kolmogorov- Smirnov Test |
|------|-----|-------------------|-------|------------------------|-----------------------------|
| | | Tol. | VIF | Sig. | Asymp.sig |
| PWE | EP | 0,956 | 1,046 | .831 | .157 ^c |
| NPWE | | 0,967 | 1,034 | .384 | |
| PJF | | 0,984 | 1,016 | .551 | |
| POF | | 0,967 | 1,034 | .708 | |

Description: PWE = Physical Work Environment, NPWE = Non-Physical Work Environment, PJF = *Person Job Fit*, POF = *Person Organizational Fit*, EP = Employee Performance.

Source: Primary Data Processed 2024

5) Discussion

Hypothesis test results H1 (Table 4) Physical Work Environment (PWE) on Employee Performance (EP). Based on the results of the calculations that have been carried out, it is found that the t value is 0.495 and the degree of freedom ($n - k - 1$) or $109 - 4 - 1 = 104$, the t table number is 1.983. So that $t \text{ count} < t \text{ table}$ and a significant value of $0.622 > 0.005$. This means that H_0 is accepted and H_1 is rejected, so there is

no significant effect of physical work environment variables on employee performance. Thus the hypothesis stating that there is an influence of the physical work environment on employee performance is rejected. The results of this study are not in line with the findings of Sitepu *et al.* (2020) and Noorainy (2017) in their research that the physical work environment affects employee performance.

Table 4. Multiple Linear Regression Results

| | Ind | Dep | Unst. Coef. | | t | Sig. | Adj. R ² |
|----|------|-----|-------------|-----------|--------|------|---------------------|
| | | | B | Std. Err. | | | |
| H1 | PWE | EP | .026 | .052 | .495 | .622 | .135 |
| H2 | NPWE | | .081 | .045 | 1.781 | .078 | |
| H3 | PJF | | .287 | .073 | 3.944 | .000 | |
| H4 | POF | | -.116 | .075 | -1.552 | .124 | |

Description: PWE = Physical Work Environment, NPWE = Non-Physical Work Environment, PJF = *Person Job Fit*, POF = *Person Organizational Fit*, EP = Employee Performance.

Source: Primary Data Processed 2024

Through the results of regression analysis, it can be seen that the physical work environment does not affect employee performance at the Regional Drinking Water Company Tirta Merapi Klaten Regency. It can be seen from the descriptive results of respondents' answers to the physical work environment variable that the average value of respondents is 3.64 in the agree category. Strongly disagree 7.16% and the highest criteria strongly agree in "The office where I operate is well lit." As much as 22%, stating that the physical work environment is not proven to have a significant effect on employee performance, is not accepted. This means that workers agree with the physical work environment, it can be improved on the lighting of the employee workspace.

The conclusion from the results of this study states that the physical work environment is not a major factor in determining employee performance improvement. Internal and external conditions at Perumda Air Minum Tirta Merapi Klaten Regency can also be influenced by other things, the employee performance of a worker can also be influenced by other variables such as motivation or compensation not because of the physical work environment.

H2 hypothesis test results Non-Physical Work Environment (NPWE) on Employee Performance (EP). Based on the results of the calculations that have been carried out, it is found that the t value is 1.781 and the degree of freedom ($n - k - 1$) or $109 - 4 - 1 = 104$, the t table number is 1.983. So that $t \text{ count} < t \text{ table}$ and a significant value of $0.078 > 0.005$. This means that H_0 is accepted and H_1 is rejected, so there is no significant effect of non-physical work environment variables on employee performance. Thus, the hypothesis stating that there is an influence of the non-

physical work environment on employee performance is rejected. The results of this study do not support the findings of Candrianto and Gusti (2019) and Hartati *et al.* (2020) in their research that the non-physical work environment affects employee performance.

Through the results of regression research, it can be seen that the Non-Physical Work Environment does not have an influence on Employee Performance at the Regional Drinking Water Company Tirta Merapi Klaten Regency. It can be seen from the descriptive results of respondents' answers to the non-physical work environment variable that the average value of respondents is 3.63 in the agree category. Strongly disagree 5.68% and the highest criteria strongly agree on "I often meet with my superiors about my personal development." 21.1%, stating that the non-physical work environment is not proven to have a significant effect on employee performance, is not accepted. This means that workers agree with the existence of a non-physical work environment, can be improved on self-development with help from superiors.

The conclusion from the results of this study states that the non-physical work environment contained in the atmosphere of the Klaten Regency Tirta Merapi Drinking Water Corporation workspace has no impact on improving employee performance. This is possible because it is appropriate for employees to get comfortable in the atmosphere of their work environment, therefore employees state that there is no influence on their performance at work.

Hypothesis test results H3 Person Job Fit (PJF) on Employee Performance (EP). Based on the results of the calculations that have been carried out, it is found that the t value is 3.944 and the degree of freedom ($n - k - 1$) or $109 - 4 - 1 = 104$, the t table number is 1.983. So that $t_{count} > t_{table}$ and a significant value of $0.000 < 0.005$. This means that H_0 is rejected and H_1 is accepted, so there is a significant effect of the person job fit variable on employee performance. Thus, the hypothesis stating that there is an effect of person job fit on employee performance is accepted. The results of this study are in accordance with the results of research conducted by Berahmawati *et al.* (2019) and Rajper *et al.* (2020) which states that person job fit affects employee performance.

Through the results of regression research, it can be seen that Person Job Fit has a significant influence on Employee Performance at the Regional Drinking Water Company Tirta Merapi Klaten Regency. It can be seen from the descriptive results of respondents' answers to the person job fit variable that the average value of respondents is 3.34 in the neutral category. Strongly disagree 1.2% and the highest criteria strongly agree on "There is a good match between what the job offers and what I am looking for in a job." As much as 7.3%, stating that person job fit is proven to have a significant effect on employee performance, is accepted. This means that

workers are neutral about the existence of a job fit with the personality of the workers, but on average the highest answer of respondents lies in “There is a very good fit between the demands of the job and my personal skills.” (mean = 3.45). (mean = 3.45) Therefore, it can be improved on the suitability between the abilities and knowledge that workers have with the demands given by the company they work for.

The conclusion from the results of this study states that person job fit at Perumda Air Minum Tirta Merapi Klaten Regency provides a match between employees and the work they do, so it can have a significant impact on improving employee performance. The match between work and individual employees will be able to provide a positive attitude and work enthusiasm in individual employees which of course will also affect their performance.

Hypothesis test results H4 Person Organizational Fit (POF) on Employee Performance (EP). Based on the results of the calculations that have been carried out, it is found that the t value is - 1.552 and the degree of freedom ($n - k - 1$) or $109 - 4 - 1 = 104$, the t table number is 1.983. So that $t \text{ count} < t \text{ table}$ and a significant value of $0.124 > 0.005$. This means that H_0 is accepted and H_1 is rejected, so there is no significant effect of the Person Organizational Fit variable on employee performance. Thus, the hypothesis stating that there is an effect of Person Organizational Fit on employee performance is rejected. The results of this study do not support the findings of SUCIATI *et al.* (2021) and Gunawan *et al.* (2019) in their research that person organizational fit affects employee performance.

Through the results of regression research, it can be seen that Person Organizational Fit does not have an influence on Employee Performance at the Regional Drinking Water Company Tirta Merapi Klaten Regency. It can be seen from the descriptive results of respondents' answers to the person organizational fit variable that the average value of respondents is 3.36 in the neutral category. Strongly disagree 2.76% and the highest criteria strongly agree on “My personal goals are in accordance with the goals of this organization.” As much as 13.8%, stating that person organizational fit is proven to have no significant effect on employee performance, is not accepted. This means that workers are neutral to the existence of a fit between individuals and organizations, but on average the highest answer of respondents lies in “My personal goals are in accordance with the goals of this organization.” (mean = 3.47), therefore, it can be improved on the compatibility of goals between employees and the goals of the company where employees work.

The conclusion from the results of this study states that person organizational fit does not have an impact on employee performance at Perumda Air Minum Tirta Merapi Klaten Regency.

CONCLUSION, SUGGESTION, AND LIMITATION

Research conducted at the Regional Public Company (PERUMDA) Tirta Merapi Drinking Water in Klaten Regency, Central Java, resulted in the following findings. First, it is stated that the physical work environment has no influence on employee performance, the non-physical work environment has no influence on employee performance. Furthermore, person job fit has a significant influence on employee performance, and person organizational fit has no influence on employee performance.

From the findings, implications can be drawn on the indicators of the physical work environment and non-physical work environment, that these findings indicate the physical conditions of the workplace, such as lighting, layout, and non-physical aspects such as relationships between employees, organizational culture that do not directly affect employee performance. Therefore, here the company does not need to focus too much on performance improvement efforts on improving the physical and non-physical work environment as a whole. However, this does not mean that some of these aspects are not important. Comfortable working conditions and good interpersonal relationships are still important to maintain to maintain employee morale and satisfaction. On the person job fit indicator, the findings confirm the importance of placing employees in positions that match their abilities, interests and skills. When employees feel that their work suits them, their performance will improve. Therefore, the Company needs to periodically evaluate the placement of employees and make adjustments if necessary. This can be done through performance appraisals, interviews, or employee satisfaction surveys. And on the indicator of person organizational fit, the results showed that the fit between individual values and organizational values did not directly affect performance. So, companies should focus efforts on achieving person-job fit rather than person-organization fit. However, organizational values are still important to build a strong corporate culture so that it will lead to a responsible attitude carried out by employees in terms of improving service to customers.

The limitation of this research is that it lies in the sample which only comes from one company, namely the Regional Public Water Company Tirta Merapi Klaten Regency. Therefore, the results of this study cannot be generalized to a wider population. In addition, the focus of the Employee Performance variables used is only limited to four variables, namely Physical Work Environment, Non-physical Work Environment, Person Job Fit, and Person Organizational Fit, where there are still many other intervening variables that can affect Employee Performance.

Future research can expand respondents and use other variables to expand testing of factors that affect employee performance. For example, leadership, compensation, or motivational factors

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