THE INFLUENCE OF WORKLOAD, WORK MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE

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Abstract

The objective of this research is to explore how the performance of employees at PT. XYZ is influenced by their workload, motivation, and the environment in which they work. This research utilises quantitative methods by administering surveys to employees across different sectors, with a total of 108 participants. The gathered information was analysed using model assessment and structural equation modelling through SmartPLS 4.1.0.2. According to the data analysis, the performance of employees at PT. XYZ is influenced by the amount of work they have, their motivation levels, and the environment they work in. The findings suggest that motivation and work environment play a crucial role in enhancing employee performance, whereas workload does not seem to have a significant detrimental impact. The results of this research can offer important perspectives, proof, and understanding to scholars and personnel managers. Organizations can establish a strong workforce that helps achieve the best organizational objectives by introducing methods to supervise workload, boost work drive, and enhance the work atmosphere. It is recommended that personnel managers create guidelines concentrating on controlling workload, hiring, education, drive, and enhancing possibilities while promoting a forward-thinking attitude among workers. These measures will promote creativity, cognitive flexibility, punctuality, and enhance worker effectiveness and results.

Keywords: Workload, Work Motivation, Work Environment, Employe Performance

1. INTRODUCTION

To enhance a company's competitiveness and quality, improving and developing employee performance is a priority and challenge in the era of globalization. Effective human resource management (HRM) practices are essential for achieving these goals, as employee performance plays a crucial role in the company's success. If employee performance is not adequately managed, it can lead to production issues and even failure. Therefore, competent HRM practices are necessary to provide training and development for employees to ensure high performance and improve the overall quality of the company (Putri et al., 2022). This study aims to examine the relationships between workload, work motivation, and work environment, on employee performance at PT. XYZ. The research employs a quantitative design to collect data from employees and analyze the variables using statistical methods. The study's background is based on the idea that satisfied and motivated employees tend to perform better than those who are dissatisfied and unmotivated (Ngazo & Putranti, 2022).

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By improving employee performance, companies can achieve their goals more effectively and efficiently. PT. XYZ, established in 1992, is a leading producer and distributor of stainless-steel equipment in Indonesia. In 2020, PT. XYZ had 362 employees, which slightly decreased to 353 in 2021. However, the number of employees increased to 381 in 2022 and further to 466 in 2023. The decline in 2021 was due to a higher number of resignations compared to new hires. Conversely, in 2022 and 2023, the number of new hires exceeded the resignations. While turnover is common in business, high turnover rates can signal problems for a company if they exceed 10% (Angelica, 2019). PT. XYZ maintained a safe turnover rate below 10% from 2020 to 2023, with turnover rates of 5.07% in 2020, decreasing to 2.94% in 2021, and then increasing to 4.02% in 2022 and 4.84% in 2023 (Table 1).

Table 1. Number of Employees PT. XYZ 2020-2023

Year	Early Years Employees	Employee Login	Employee Resign	End of Year Employees	% Turnover
2020	388	50	76	362	5.07%
2021	362	33	42	353	2.94%
2022	353	87	59	381	4.02%
2023	381	167	82	466	4.84%

One key indicator of company performance is the amount of goods produced, measured by comparing actual production to planned production, tracking production trends over time, and assessing labor productivity. The number of goods produced by a company that meets the established targets is a critical performance indicator. This is typically measured by comparing actual production numbers with planned production, monitoring production growth over time, and evaluating labor productivity in producing goods (Smith & Jones, 2018). From 2020 to 2022, PT XYZ showed an increasing production trend, with production rising from 22,913 metric tons in 2020 to 23,466 metric tons in 2021 and significantly to 31,966 metric tons in 2022. However, in 2023, production decreased to 28,138 metric tons.

The production effectiveness, comparing planned to actual production, exceeded 100% from 2020 to 2022, indicating that actual production surpassed the company's plans. In 2023, the production effectiveness significantly dropped, with actual production falling below the planned figures. Employee productivity, measured by the ratio of total production to the number of employees, increased from 63.30 metric tons per worker in 2020 to 66.48 metric tons in 2021, and further to 83.90 metric tons in 2022. However, with an increase in the number of employees to 466 in 2023, productivity per worker decreased to 60.38 metric tons. This trend suggests a need for further analysis of employee performance at PT XYZ.

Table 2. Production Effectiveness and Labor Production of PT XYZ in 2020-2023

Year	Production Plan	Production Realization	Number of Employees	Effectiveness Production	Production/ Labor
2020	21.187	22.913	362	108.15%	63.30%
2021	23.077	23.466	353	101.69%	66.48%
2022	28.110	31.966	381	113.72%	83.90%
2023	29.298	28.138	466	96.04%	60.38%

Numerous empirical studies have examined the factors influencing employee performance. Workload is one such factor, with high workloads negatively impacting employee performance, as shown by studies from Apriyanti et al. (2023) and Hendrasti et al. (2022). Conversely, high work motivation and work environment positively influences employee performance, supported by research from Ingsih et al. (2021) and Michael et al. (2022). Overall, the empirical evidence highlights that reducing workload, increasing work motivation, and creating a supportive work environment are critical strategies for enhancing employee performance. In conclusion, this study seeks to understand how workload, work motivation, and work environment influence employee performance. The findings are expected to provide insights into effective HRM practices that can enhance employee performance and overall company success (Kustiawan et al., 2022; Ingsih et al., 2021; Michael et al., 2022).

2. LITERATURE REVIEW

2.1. Workload and Employee Performance

According to Vanchapo and MKes (2020), workload is a process that consists of a series of activities that employees must complete within a certain period of time. Meanwhile, workload refers to the job tasks assigned to employees to be completed using their knowledge and skills within a limited timeframe. Excessive workload can lead to fatigue and stress among employees, reducing their work capacity and endurance, ultimately lowering their performance (Juniati, 2018). Studies by Lukito and Alriani (2019) found that excessive workload negatively impacts employee performance, as employees burdened with too many tasks tend to perform poorly due to fatigue or insufficient time to complete tasks effectively. Empirical studies consistently show a significant relationship between workload and employee performance. Research by Apriyanti et al. (2023) demonstrated that higher workload results in lower employee performance, a finding supported by studies from Michael et al. (2022), Malau and Kasmir (2021), and Putera and Irbayuni (2023). These studies collectively emphasize the importance of effective workload management to ensure optimal employee performance.

H_1: Workload has a negative effect on employee performance.

2.2. Work Motivation and Employee Performance

According to Ajabar (2020), work motivation can be defined as the driving force that moves individuals to behave in actions with specific goals. Employees who work with high motivation exhibit a driving force that creates work activities by stimulating, directing, and behaving in ways that contribute their best efforts to the company, enabling it to achieve organizational goals (Gultom & Marpaung, 2022). Work motivation is crucial for all employees as it can drive enthusiasm, encouraging them to work hard and utilize their skills and abilities to fulfill the organization's objectives. Highly motivated individuals positively impact themselves, their colleagues, the work environment, and ultimately, employee performance.

Various empirical studies have confirmed that work motivation positively influences employee performance. Research by Ingsih et al. (2021) specifically found that high work motivation contributes to improved employee performance. This indicates that when

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employees have strong work motivation, they tend to perform better in their roles. Conversely, low work motivation can lead to a decline in performance. These findings are supported by other empirical studies, including those by Michael et al. (2022) and Wahjoedi (2021), both of which affirm the positive relationship between high work motivation and increased employee performance. Overall, this evidence strengthens the argument that enhancing work motivation is key to improving employee effectiveness and productivity.

H$_2$: Work motivation has a positive effect on employee performance.

2.3. Work Environment and Employee Performance

The work environment impacts employees in the process of completing tasks assigned by the company (Pusparani et al., 2021). Therefore, an ideal work environment will trigger employee satisfaction, which helps to boost employee performance, ensuring tasks are completed well. A poor and uncomfortable work environment will negatively affect work results. A good work environment significantly impacts employee satisfaction and performance. The work environment encompasses all physical and non-physical aspects around employees that influence how they perform their tasks. These aspects include comfortable room design, good air circulation, effective air conditioning, adequate safety facilities, and high cleanliness levels. A study by Saputra (2022) demonstrated that a good work environment also directly contributes to improved performance. Factors such as room comfort and high-quality facilities provide employees with a sense of safety and comfort, allowing them to focus better on their tasks and reduce distractions that could hinder productivity.

Research by Hidayatullah and Tiarapuspa (2023) found a significant relationship between the conduciveness of the work environment and important aspects such as work safety and employee quality of life. This indicates that improvements in the work environment affect not only the technical aspects of work but also employee welfare and safety. Other empirical studies by Ingsih et al. (2021) and Michael et al. (2022) also support the positive impact of a good work environment on employee performance. These findings affirm that a good work environment is a valuable asset for companies aiming to enhance the efficiency and effectiveness of their employees' performance.

Therefore, investing in improving the quality of the work environment is a strategic step that brings both short-term benefits in productivity and long-term benefits in employee satisfaction and retention. This highlights the importance of a holistic approach to human resource management that considers every aspect influencing employee performance.

H$_3$: The work environment contributes positively to the productivity of employees.

The conceptual framework illustrated in Figure 1 corresponds to the hypothesis mentioned earlier.
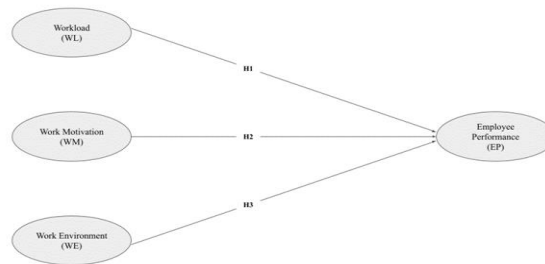
Figure 1. Research Model

3. RESEARCH METHODS

Data for this research was gathered by means of an online survey designed with the help of Google Forms. The surveys were shared via WhatsApp among all workers of PT. XYZ. The survey consisted of two main sections. The first part concentrated on personal details such as gender, age, marital status, level of education, length of employment, and monthly salary. The second section included four variables, featuring 27 questions in total, each with a five-point Likert scale for responses. Rating descriptions on the Likert scale ranged from 1 for strongly disagree to 5 for strongly agree, covering workload, work motivation, work environment, and employee performance. The survey was distributed in a cross-sectional manner from March 25, 2024, to April 29, 2024, using purposive sampling techniques. Employees with at least one year of experience and permanent positions were eligible to participate. A total of 108 responses were collected from the survey distribution, calculated with the assistance of G Power version 3.1.9.4, ensuring the sample reflected the target population and delivered reliable and valid results for the research.
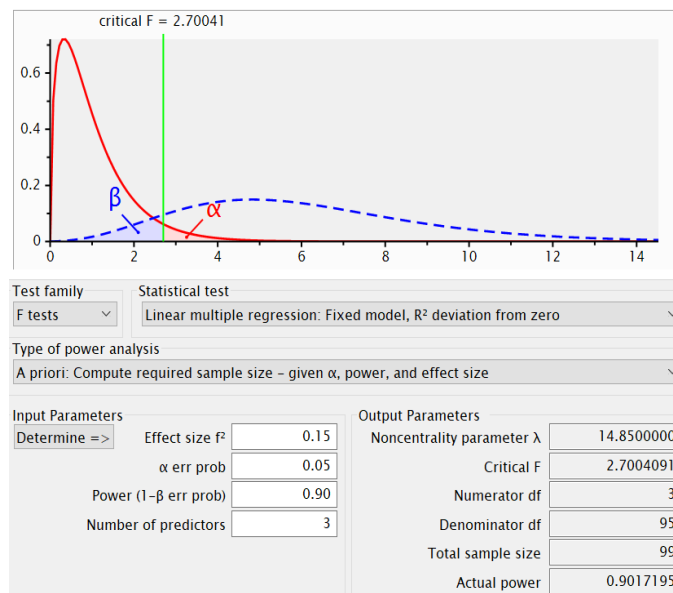

Figure 2. Sample Calculations with G-Power version 3.1.9.4

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4. RESULTS AND DISCUSSION

4.1. Research Result

4.1.1. Measurement Model

The first assessment displayed promising outcomes in terms of the model's authenticity and dependability (refer to Table 3). The Cronbach's alpha values for each dimension (workload, work motivation, work environment, and employee performance) demonstrated reliability with values ranging from 0.870 to 0.969, and composite reliability values between 0.866 to 0.973, all surpassing the accepted threshold of 0.7. Furthermore, the AVE values for each conceptual construct exceeded 0.5, including workload, work motivation, work environment, and employee performance. The outer loading results for all indicators were also above 0.5, varying from 0.596 to 0.914. In addition, the AVE values for HPWS, psychological capital, and job performance constructs were above 0.5, between 0.541 to 0.950. Therefore, it is plausible to utilise the latent variables from the initial measurement model to construct a measurement model.

Table 3. Measurement Model

Construct	Indicator	Mean	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Workload	WL1	3.710	0.898	0.870	0.866	0.576
	WL2	3.710	0.917			
	WL3	3.710	0.794			
	WL4	3.681	0.555			
	WL5	3.667	0.541			
Work Motivation	WM1	3.870	0.922	0.954	0.963	0.813
	WM2	3.855	0.906			
	WM3	3.906	0.950			
	WM4	3.848	0.876			
	WM5	3.913	0.919			
	WM6	3.877	0.834			
Work Environment	WE1	3.558	0.890	0.937	0.950	0.760
	WE2	3.652	0.917			
	WE3	3.587	0.909			
	WE4	3.551	0.775			
	WE5	3.486	0.832			
	WE6	3.725	0.900			
Employee Performance	EP1	3.783	0.893	0.969	0.973	0.784
	EP2	3.790	0.881			
	EP3	3.754	0.827			
	EP4	3.768	0.935			
	EP5	3.790	0.918			
	EP6	3.761	0.925			
	EP7	3.841	0.924			
	EP8	3.790	0.898			
	EP9	4.167	0.786			

Construct	Indicator	Mean	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	EP10	3.978	0.858			

The results of the discriminant validity assessment in the measurement model (refer to Table 4) demonstrate that the Fornell-Larcker values for each variable are higher compared to the rest, while the heterotrait-monotrait values (HTMT) are all below 0.9, indicating that discriminant validity is achievable in the model. Moreover, all VIF values, both internal and external, are above 10; this suggests the absence of multicollinearity in the model. Therefore, the findings indicate reliability and validity based on internal consistency reliability, indicator reliability, convergent validity, discriminant validity, and the absence of common method bias, affirming that the measurement model in this study is suitable for further analysis.

Table 4. Discriminant Validity

| Fornell-Larcker Criterion					Heterotrait-Monotrait Ratio				
	EP	WE	WL	WM		EP	WE	WL	WM
EP	0.886				EP				
WE	0.706	0.872			WE	0.729			
WL	0.441	0.470	0.759		WL	0.320	0.376		
WM	0.794	0.735	0.561	0.902	WM	0.824	0.759	0.436	

4.1.2. Structural Model

The findings from the structural equation model indicate that employee performance has a predictive power of 0.663 for R^2 and 0.640 for Q^2. This suggests a moderate level of predictability and significant relevance in forecasting outcomes (Hair et al., 2021). Additionally, the impact size f^2 outcomes for the three direct effects within the model displayed varying results ranging from insignificant to substantial effects (Hair et al., 2021). An insignificant effect (< 0.02) was observed on workload → employee performance, while a minor effect (0,02- 0.15) was seen on work environment → employee performance, and substantial effects (> 0.35) were noted on work motivation → employee performance (refer to Table 5).

Table 5. Predictive Power, Predictive Relevance, And Effects Size

Dependent Variable	R^2	f^2			Q^2
		WL	WM	WE	
EP	0.663	0.002	0.445	0.098	0.640

The structural model in this study was assessed through hypothesis testing, focusing on path coefficients for direct effects and specific indirect effects. By examining P values and T values, the overall findings of the study were determined. Utilizing a bootstrapping procedure with 5000 subsamples and a one-tail setting, significance was established with T-statistics > 1.64 and P-Values < 0.05. The results indicated that one hypothesis was not supported, while two hypotheses were supported. Specifically, H1 was not supported (β= -0.029, t = 0.391, p>0.05), H2 was supported (β= 0.270, t = 2.794, p<0.05), and H3 was

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supported (β= 0.612, t = 5.877, p<0.05). Employee performance is positively influenced by work motivation and work environment, while workload does not have a significant negative impact on performance.
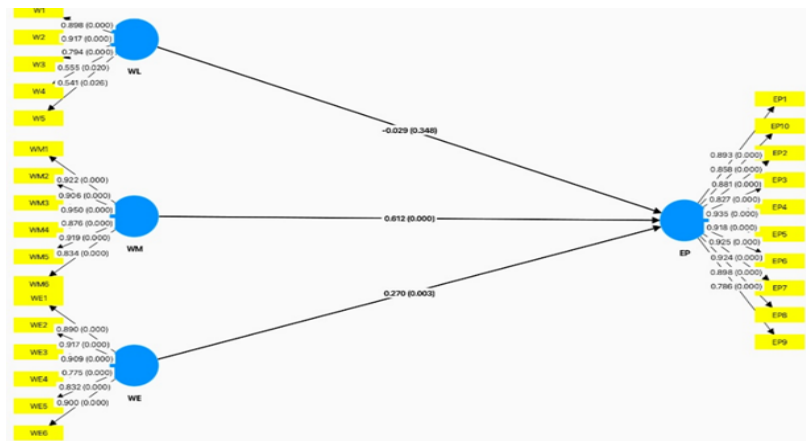
Figure 3. Structural Model

Table 6. Hypothesis Test Result

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Hypothesis
WL → EP	-0.029	-0.010	0.075	0.391	0.348	H1 not supported
WE → EP	0.270	0.275	0.096	2.794	0.003	H2 supported
WM → EP	0.612	0.591	0.104	5.877	0.000	H3 supported

4.2. Discussion

The first result of the research demonstrates that the amount of work directly impacts the performance of employees. The path coefficient of -0.029 suggests a negative correlation. However, with a p-value of 0.348, it shows that this negative correlation is not statistically important. Despite the expected negative direction of the relationship, the p-value exceeding 0.05 indicates that the correlation is not statistically significant. This finding goes against the hypothesis and contradicts previous studies carried out by Michael et al. (2022), Malau and Kasmir (2021), and Putra and Irbayuni (2023). This is supported by numerous earlier research studies by Iswandani (2016), Mudayana (2012), and Prihatin and Haerani (2023) that consistently indicate that workload does not have a significant impact on the performance of employees.

Another key discovery of this research suggests that motivation at work directly influences the performance of employees. This finding aligns with various previous studies that have demonstrated how motivation at work within organisations can have an impact on employee performance (Ingsih et al., 2021; Michael et al., 2022; Wahjoedi, 2021). A high level of work motivation leads to an enhancement in employee performance, showing that employees with strong motivation exhibit better performance in their roles. On the other hand, low motivation at work has the potential to cause a decrease in performance.

Thirdly, the findings of this research indicate that the work environment can have a direct impact on the performance of employees. This discovery aligns with the conclusions drawn in earlier studies conducted by (Hidayatullah & Tiarapuspa, 2023; Ingsih et al., 2021; Michael et al., 2022), which asserted that a positive work environment is a crucial resource for companies aiming to enhance the productivity and effectiveness of their workforce.

5. CONCLUSION

The outcomes of this research offer valuable perspectives based on actual findings on ways organisations can boost the performance of their employees. Through examining the impact of workload, motivation at work, and the work environment, this study expands on a range of suggested models and is backed by various previous research. The results suggest that employees facing high workloads, having strong work motivation, and being supported by a positive work environment are more likely to approach their tasks with positivity, maintain optimism for success, and demonstrate resilience when dealing with workplace challenges. Ultimately, employees with high levels of motivation are expected to display outstanding performance in their assigned tasks and demonstrate a willingness to engage in additional actions to overcome obstacles at work. This indicates that creating a motivating work environment and assisting employees in managing their workload can lead to enhanced overall performance and a more productive organisational atmosphere.

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