The Influence of Work Environment and Workload on Employee Performance at PT ABC

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Abstract

The study aims to determine the amount of influence of the work environment and workload on employee performance. Employee performance is an important aspect that must be considered in an organization because it is related to the results that will be obtained by an organization. The object of research at PT ABC with a population of 150 people and a sample of 60 people which is the result of calculations with purposive sampling techniques.

This study uses a quantitative approach with a causal investigation strategy. The data were collected through distributing questionnaires and then processed with descriptive analysis techniques and statistical analysis of the SEM PLS method.

The results of this study prove that the work environment (X1) has a significant positive effect on employee performance (Y) with a path coefficient of 0.276 and a significance of 0.002 ($p < 0.05$). Workload (X2) also has a significant positive effect on employee performance (Y) with a path coefficient of 0.543 and a significance of 0.000 ($p < 0.05$). Then simultaneously, the work environment and workload have a significant influence on employee performance, with a calculated F value of 79.265 which is greater than the F table of 4.01.

The conclusion of this study is that the work environment, workload, and employee performance at PT ABC are classified as good criteria. The better the work environment at PT ABC, the higher the level of employee performance at PT ABC. Then the higher the good perception of a PT ABC employee regarding the workload they bear, the higher the level of performance of PT ABC employees. Thus, if the work environment and workload of PT ABC are managed properly, the performance of PT ABC employees will increase.

Keywords: Work Environment, Workload, and Employee Performance

1. Introduction

In an organization, whether private or government, employee performance has a significant impact on the results achieved by the organization itself. Therefore, it is important for organizations to appreciate and give appreciation to employees. The policies implemented on human resources will greatly affect their performance, which is evident from the high loyalty shown by employees in an organization. Quoted from Simamora in Hari (2019:103), "employee performance is the level of employee work in achieving the requirements of the given employees". Several factors that affect a person's performance are diverse, including mental attitude, education, skills, communication, leadership, income level, support facilities, and the opportunity to get a promotion in the organization. Based on an interview with the head of finance (November 28, 2023), employee performance is shown from the current condition where the revenue recorded by the Account Receivable (AR) team has not been properly

monitored by the system, resulting in suppliers taking more goods than the predetermined limit. This has an impact on the frequent discrepancy of data between the goods taken and the goods paid. This condition results in employees feeling bored and feeling not well supported by the company.

Every employee has certain factors that underlie his or her efforts in delivering the best performance. One of the aspects that supports the achievement of optimal work results is the existence of a good and positive work environment. According to research conducted by Josephine (2017) on Radio Trio Corporate Plastic (Tricopla), the work environment has a positive effect on employee performance. Good employee performance allows them to work more productively, which ultimately provides benefits to the organization. However, this is in contrast to Saputra et al. (2023) who revealed that the work environment has no effect on the work environment.

In addition to the work environment, workload can also affect a person's performance in an organization, both positively and negatively. According to Tarwaka (2011:130), workload is the result of the interaction between task demands, work environment, skills, behaviours, and worker perceptions. The distribution centre manager (November 28, 2023) stated that poor procurement flow and inadequate work tools resulted in employees having to work overtime. This is shown by the average overtime of employees on March 1, 2024 (March 04, 2024 - March 09, 2024), which is for 1 hour and 19 minutes. Therefore, the company must be right in giving the workload to each of its employees so that employee performance can improve and can achieve the company's targets. Data on employee overtime hours has been presented in the following table 1.

Table 1. Employee Overtime Data

Information	January 2024	February 2024	March 2024
Average number of overtime days per month	5	7	7
Average number of employees working overtime per day	15	10	13
Average working hours	9.45	10.35	10
Average excess working hours (overtime)	1.45	2.35	2

Source: Data processed by researchers

Based on employee overtime data in Table 1, PT ABC experienced excess working hours that exceeded the limit, where the average productive working hours were 8 hours. Therefore, in terms of quantity, there has been no improvement in employee performance. Employee overtime data is a benchmark of the workload received by employees. This is in accordance with Firjatullah et al. (2023) who explained that workload in accordance with individual capacity also affects employee performance. Too high a workload can lead to overstress and burnout, which negatively impacts productivity. Therefore, wise management in determining the workload is very important.

Referring to the background description above, it can be concluded that the problem formulation in this study includes the role of the work environment in retaining employees in an organization and the influence of workload on employee performance in the organization. From this phenomenon, the purpose of this study is to analyse the condition of the work environment and the level of employee workload at PT ABC and measure its influence on

employee performance. The results of this research will provide benefits for the development of the field being studied, namely human resources in the organization. Furthermore, this research is expected to enrich similar research related to the work environment and workload on employee performance in other research objects.

2. Research Methods

This study uses a quantitative method that aims to collect data that can be measured and analysed statistically. The approach used is causal investigation, which allows researchers to draw conclusions regarding the relationship between work environment conditions, workload, and employee productivity. In addition, the study is cross-sectional, as it does not involve intervention, uses employees as a unit of analysis, and data collection is carried out at a single point in time. There are two variables in this study, namely the independent variable (X) and the dependent variable (Y). The independent variables in this study are the work environment (X1) and workload (X2) while the dependent variables in this study are performance (Y).

To collect data for this study, a questionnaire was developed to obtain an average rating of each indicator. Therefore, the scale used in this study is an ordinal scale or commonly known as ranking. There is also a Likert scale used in this study to assess the indicators of interest. The following in figure 1 is the framework of this research.
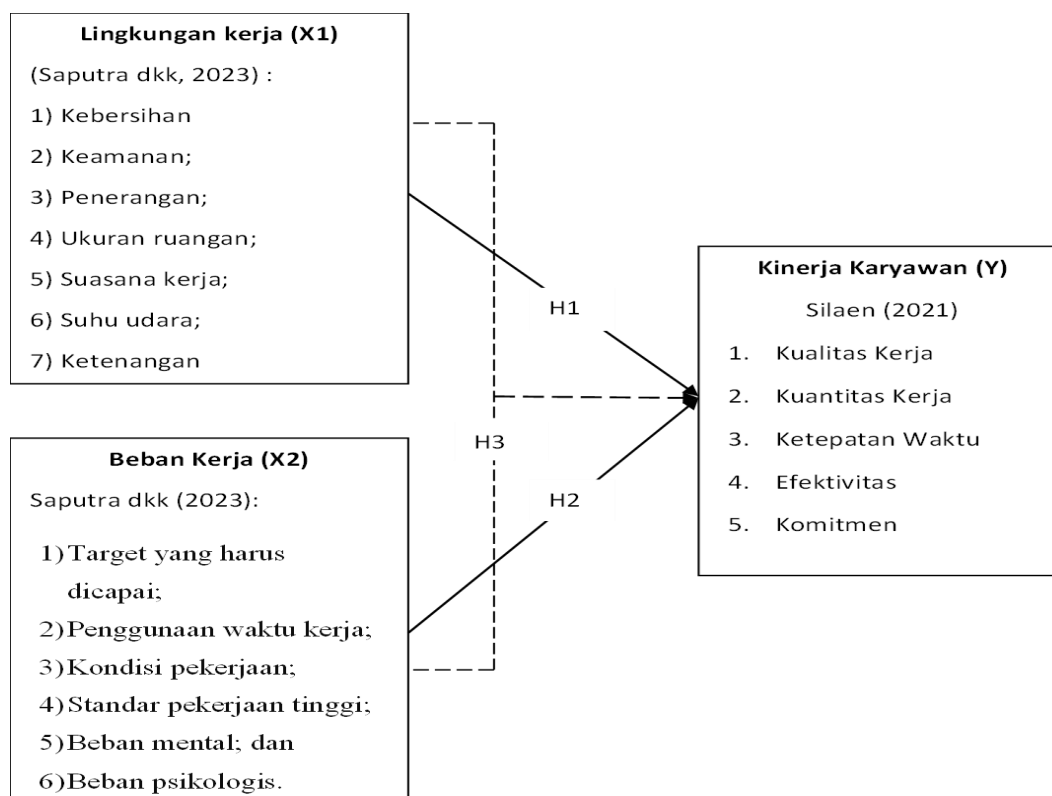

Figure 1. Research Thinking Framework

Source: Data processed by researchers

Based on the framework of thinking in figure 1, the hypothesis designed in this study is:

H1 : Work environment (X1) has a positive effect on employee performance (Y)

H2 : Workload (X2) has a positive effect on performance (Y).

H3 : The work environment (X1) and the workload (X2) simultaneously affect the performance (Y).

3. Population and Sample

The population in this study is 150 employees of PT ABC. Then, the calculation of the number of samples used in the study used the Slovin formula with a purposive sampling technique with two criteria, namely employees who worked for more than 2 years and employees with a minimum age of 20 years. Based on the results of calculations using the Slovin formula, a total of 60 people were determined as samples in this study.

4. Data Collection Instruments

This study uses two types of data, namely primary data and secondary data. The main source of information for this study is the answers from questionnaires and personal observations of the participants. The researcher used a questionnaire to collect data from the participants in this study. Observation is the most direct method of gathering information about a situation or event. As for the secondary data sources in this study, they were obtained from books, journals, publications, and government documents. The data collected will be analysed by descriptive analysis techniques and statistical analysis by the SEM PLS method.

5. Procedure

The research stage generally consists of several steps that must be followed to plan, implement, and report the research well. The following are the general stages in research, namely identification of research problems, literature review, formulating research questions or hypotheses, research design, data collection, data analysis, interpretation of results, and preparation of research reports. The following Figure 2 explains the flow of the stages of this research.
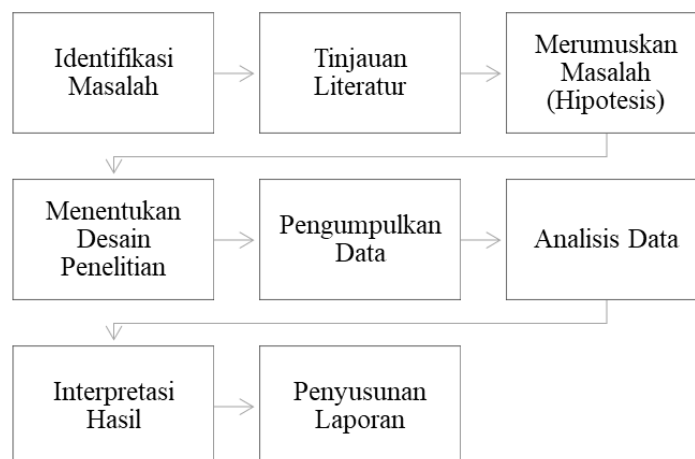

Figure 2. Research Stages

6. Results and Discussion

6.1. Results

6.1.1. Description of Respondent Characteristics

The respondents in this study consisted of all employees of PT ABC, with a total of 60 respondents who met the research criteria. Given the variation in characteristics among respondents, the study presents several aspects of their characteristics, including gender, age, recent education, and length of employment. Further details regarding the characteristics of the respondents can be seen in Table 2.

Table 2. Results of Respondent Characteristics

Karakteristik responden	Frekuensi	Persentase	Persentase Kumulatif
Jenis Kelamin			
Laki-laki	45	75.0	75.0
Perempuan	15	25.0	100.0
Usia			
20-25 tahun	19	31.7	31.7
26-30 tahun	13	21.7	53.3
31-35 tahun	16	26.7	80.0
36-40 tahun	7	11.7	91.7
>41 tahun	5	8.3	100.0
Pendidikan terakhir			
SMA	41	68.3	68.3
D3	3	5.0	73.3
S1	16	26.7	100.0
Lama Bekerja			
1-5 tahun	36	60.0	60.0
6-10 tahun	8	13.3	73.3
>10 tahun	16	26.7	100.0
Total	**60**	**100.0**	**100.0**

Source: Primary Data Processed by Researchers (2025)

Based on the characteristics of the respondents in table 2, it can be concluded that most of the respondents in this study are men (75%) with an age range of 20-35 years (80%). The last level of education of respondents was dominated by high school graduates (68.3%), followed by S1 graduates (26.7%). In terms of work experience, the majority of respondents have worked for 1-5 years (60%). Overall, the respondent profiles in this study tend to be representative of populations with varying levels of secondary education and work experience, with the dominance of male respondents of productive age

6.1.2. Descriptive Statistical Analysis

This description of the work environment variable (X1) is measured using two indicators with seven question items. Overall, it can be concluded that the work environment felt by the respondents is very good. This can be seen from the overall average value of the work environment variable which reached 4.33, which shows that the working environment condition at PT ABC is very good. Hygiene and safety-related items had the highest average scores, indicating that these aspects were already excellent. Meanwhile, noise-related items have slightly lower average values indicating potential improvements in this aspect.

The workload variable description (X2) is measured using three indicators with six question items. It can be seen if respondents tend to feel that their workload is at a good level. This can be seen from the overall average value of the workload variable which reached 3.97, which indicates that most respondents feel that their workload can still be managed well.

The description of the employee performance variable (Y) was measured using four indicators with eight question items. It can be seen that employee performance is considered good. This can be seen from the overall average value of employee performance variables which reached 3.97, which indicates that most employees are able to meet the company's expected performance standards. The items related to striving for the best work results had the highest average scores, indicating that most employees are highly motivated to give their best.

6.1.3. Evaluation of the Measurement Model (Outer Model)

The evaluation of the outer model measurement was carried out by convergence validity test, discrimination validity test and discrimination reliability test.

Convergent Validity Test

The convergent validity test is a criterion for measuring the validity of reflective indicators. The variable item used is declared valid if it has a value of outer loading greater than 0.6, meaning Items Valid (Hair & Alamer, 2022). The variable is declared valid with an AVE value greater than 0.5. Grade results outer loading the convergence validity test is shown in the following table 3.

Table 3. Convergent Validity Results

Variabel	Indikator	Outer loading	Keterangan
Lingkungan kerja (X1)	X1.1	0.703	
	X1.2	0.769	
	X1.3	0.778	
	X1.4	0.782	
	X1.5	0.774	
	X1.6	0.767	
	X1.7	0.627	
Beban Kerja (X2)	X2.1	0.701	
	X2.2	0.623	
	X2.3	0.817	
	X2.4	0.774	Valid
	X2.5	0.804	
	X2.6	0.877	
Kinerja Karyawan (Y)	Y.1	0.713	
	Y.2	0.818	
	Y.3	0.789	
	Y.4	0.858	
	Y.5	0.888	
	Y.6	0.817	
	Y.7	0.750	
	Y.8	0.616	

Source: Primary Data Processed by Researchers (2025)

Based on table 3, the results of the analysis show that all indicators have an outer load greater than 0.6 which exceeds the generally accepted threshold. This indicates that each indicator successfully measures the dimensions of the latent construct it represents.

Discriminant Validity Test

The validity test of discrimination is a measurement of the validity of indicators that form latent variables. The general rules used are cross loading >0.7 for each variable and HTMT ratio <0.9 (Hair & Alamer, 2022). Grade results Discriminant Validity shown in the following table 4.

Table 4. Cross loading results

Indikator	Lingkungan kerja (X1)	Beban Kerja (X2)	Kinerja Karyawan (Y)
X1.1	0.703	0.159	0.274
X1.2	0.769	0.326	0.453
X1.3	0.778	0.157	0.210
X1.4	0.782	0.212	0.303
X1.5	0.774	0.249	0.295
X1.6	0.767	0.236	0.280
X1.7	0.627	0.273	0.403
X2.1	0.213	0.701	0.324
X2.2	0.143	0.623	0.356
X2.3	0.389	0.817	0.638
X2.4	0.197	0.774	0.401
X2.5	0.157	0.804	0.487
X2.6	0.333	0.877	0.595
Y.1	0.152	0.556	0.713
Y.2	0.333	0.608	0.818
Y.3	0.235	0.487	0.789
Y.4	0.470	0.484	0.858
Y.5	0.409	0.587	0.888
Y.6	0.465	0.517	0.817
Y.7	0.402	0.412	0.750
Y.8	0.381	0.245	0.616

Source: Primary Data Processed by Researchers (2025)

The results of the analysis show that the outer loading of each indicator has a greater value compared to cross loading in other constructs. This indicates that the relationship between an indicator and its latent construct is stronger than its relationship to other latent constructs.

Table 5. AVE Score Results

Variabel	Average Variance Extracted (AVE)	Rule of Tumb	Keterangan
Lingkungan kerja (X1)	0.554	>0.50	Valid
Beban Kerja (X2)	0.594	>0.50	
Kinerja Karyawan (Y)	0.617	>0.50	

Source: Primary Data Processed by Researchers (2025)

The results of the AVE value analysis have been presented in table 5 above. The results of the analysis show that the AVE values for all constructs exceed the threshold of 0.50. This means that each construct manages to account for most of the variance in its indicators. In other words, they managed to capture most of the concepts they wanted to measure.

Reliability Test

Table 6. Composite Reliability and Cronbach Alpha Tests

Variabel	Cronbach's Alpha	Composite Reliability	Rule of Tumb	Keterangan
Lingkungan kerja (X1)	0.867	0.897	>0.70	Reliabel
Beban Kerja (X2)	0.862	0.897	>0.70	Reliabel
Kinerja Karyawan (Y)	0.910	0.927	>0.70	Reliabel

Source: Primary Data Processed by Researchers (2025)

Results of the inspection analysis composite reliability and Cronbach's alpha has been presented in table 6 above the results of the analysis show the value of composite reliability and Cronbach's alpha for all constructs exceeding the threshold of 0.70 (Hair & Alamer, 2022). Thus, it can be concluded that the measurement of the constructs in this model is reliable. This means that the instruments used to measure these constructs can be relied upon to produce consistent results.

Structural Model Evaluation (Inner Model)

The three tests carried out on the structural model (inner model) include the R-square, f-square, and Q-square tests. Each test carried out on the structural model aims to be able to predict the causality relationship in the latent variables used. The results of the R-square assessment can be seen in table 7 below.

R-square

Table 7. R Square Rating

Variabel Independen	Variabel Dependen	R Square	Rule of Tumb	Result
Lingkungan kerja (X1) Beban Kerja (X2)	Kinerja Karyawan (Y)	0.470	0,67 = substantial 0,33 = moderat 0,19 = lemah	Moderat

Source: Primary Data Processed by Researchers (2025)

Based on general criteria, the value of this R-square is categorized as moderate. This indicates that the developed model is quite good at explaining the relationship between independent and dependent variables. However, there is still a portion of employee performance variance that cannot be explained by these variables, so it is necessary to consider other variables that may affect employee performance.

f-square

Table 8. f Square Rating

Variabel Independen	Variabel Dependen	f-square	Rule of Tumb	Result
Lingkungan kerja (X1)	Kinerja Karyawan (Y)	0.128	0,02 = pengaruh kecil 0,15 = pengaruh moderat 0,35 = pengaruh besar	Pengaruh moderat
Beban Kerja (X2)		0.496		Pengaruh besar

Source: Primary Data Processed by Researchers (2025)

The results of the f-square assessment can be seen in table 8 above. The results of the analysis show that the work environment (X1) has a moderate influence on employee performance. The Workload variable (X2) has a major influence on employee performance.

Table 9. Q Square Rating

Variabel Dependen	Q²	Rule of Tumb	Keterangan
Kinerja Karyawan (Y)	0,268	0.02 (kecil) 0.15 (sedang) 0.35 (besar)	Sedang

Source: Primary Data Processed by Researchers (2025)

The results of the Q-square assessment can be seen in table 9 above. A Q-square value of 0.268 indicates that this model is able to predict 26.8% of the variance of employee performance. This value is categorized as moderate. This means that this model has quite good predictive ability, but there is still room for improvement.

Hypothesis Test Results

Table 10. Results of Testing the Partial Influence Hypothesis

Hipotesis	Path	Coef.	St. Dev	T-Stats	P Values	Keterangan
H1	Lingkungan kerja (X1) → Kinerja Karyawan (Y)	0,276	0,090	3,053	0,002	Accepted
H2	Beban Kerja (X2) → Kinerja Karyawan (Y)	0,543	0,098	5,518	0,000	Accepted

Source: Primary Data Processed by Researchers (2025)

Table 10 above shows the results of testing the hypothesis of the partial influence of the two independent variables on employee performance. The test results showed H1 and H2 acceptance, which means that the work environment and workload have a partial influence on employee performance. After the partial influence test, the results of simultaneous influence analysis will be presented to test hypothesis 3, as seen in the following Table 11:

Table 11. Results of the third hypothesis test (simultaneous influence)

Hipotesis	Pengaruh	Sumber keragaman	MS	df	SS	F	Keterangan
	Lingkungan kerja (X1)	Object	480.000	1	480.000	79.265	Accepted
		Error	351.227	58	6.056		
H3	& Beban Kerja (X2) → Kinerja Karyawan (Y)	Total	831.227	59			

Source: Primary Data Processed by Researchers (2025)

7. Discussion

Work environment (X1) has a positive effect on employee performance (Y)

The results of the analysis show that the work environment has a positive and significant influence on employee performance. In other words, there is a one-way relationship where a good work environment directly contributes to the improvement of PT ABC employee performance. In this study, H1 was declared accepted and explained that most of the respondents were satisfied with the conditions of the work environment. This means that the working environment at PT ABC is good and in accordance with employee expectations. Various efforts made by PT ABC in creating good working environment conditions are one of the factors for employees in contributing optimally in the form of performance improvement.

A positive work environment can meet the basic needs of employees, both physically and psychologically, so that employees are able to work more optimally. In the context of PT ABC, these findings indicate that most employees feel that the existing work environment has supported their work activities well. However, it is important to understand that even if the influence of the work environment has been declared positive, companies still need to conduct regular evaluations. Some aspects of the work environment that may still be less than optimal, such as noise or accessibility of facilities, need to be considered to create more ideal working conditions.

The results of this study are in line with the principles in the theory of Human Resource Management (HRM), which emphasizes the importance of creating optimal working conditions to support employee productivity. In the research conducted by (Badrianto & Ekhsan, 2021) stated that the work environment has a significant influence on employee work performance. Likewise in the research conducted by (Shammout, 2021) also stated that a good work environment is very important to ensure the level of employee performance, so that the work environment plays a role in improving the level of employee performance in any organization. Another research that is in line with the results of this study is the research Araujo (2021) which shows that the work environment has a positive and significant influence on employee performance and that an ideal work environment requires sound suppression in every room to reduce noise. This is so that employees can focus more on completing their work.

Workload (X2) has a positive effect on employee performance (Y)

The results of the analysis show that if the workload has a positive and significant effect on employee performance, from the results of the analysis, a relationship is formed in the same direction as the intention that if the workload provided is balanced and in accordance with the employee's ability, the level of employee performance will increase. In this study, it can be stated that H2 is accepted and can be proven to be true. Most of the respondents in this study have felt that if the workload given is at a good enough to good level, it means that PT ABC has managed the workload well and in accordance with the ability of the employees.

Human Resource Management (HRM) theory emphasizes that companies need to manage workloads strategically to support the achievement of optimal performance. Therefore, proper workload management in accordance with human resource management principles not only improves individual performance but also supports the overall success of the company. The results of this study are in line with several previous studies that prove that workload has a positive and significant effect on performance. In the research conducted by Akbar et al.,

(2021), workload has a positive and significant effect on employee performance. A workload that is too heavy or too light will result in inefficiencies, which is why it is important for companies to ensure that the workload assigned to employees is not only fair but also capable of providing a healthy challenge to encourage employees to reach their maximum potential. In addition, research Msuya & Kumar (2022) It also shows that workload can directly affect employee performance because excessive workload can consume the emotional, physical, or time energy that employees have. Likewise in the research conducted by Purwanti et al. (2022) which states that excessive workload can cause a decrease in the quality of one's performance. The more according to the workload given, the more significant the performance progress that the company can achieve.

The work environment (X1) and workload (X2) simultaneously affect performance (Y)

The results of the analysis show that simultaneously, the work environment and workload have a positive and significant effect on the performance at PT ABC. The simultaneous relationship between the work environment and the workload indicates that employee performance is not only affected by one factor, but a combination of both. In this study, it can be stated if H3 is accepted and can be proven to be true. It is known that most of the respondents in this study have performance that is considered quite good to very good, this condition indicates that PT ABC has succeeded in creating a good work environment and paying attention to the balance or suitability of the workload given to employees.

These results are in accordance with research conducted by Nurhandayani (2022) which shows that the work environment, job satisfaction, and workload have a positive and significant influence on employee performance at the Aceh Tamiang Public Works and Public Housing Office. Moreover Araujo (2021) also proves that the work environment and workload simultaneously have an influence on employee performance at the Semen Kediri Health Center. Another study with similar results is the research Hermawan (2022) with the results that the work environment, work stress, and workload have a positive and significant influence on employee performance at PT. Sakti Mobile Jakarta. These results are also in line with the results of the study Polakitang et al. (2019) which shows that there is a significant influence of workload, work environment, and work stress simultaneously on employee performance at PT. Esta Jaya Group.

Overall, excessive workload can lead to stress, decreased motivation, and decreased employee productivity. Therefore, management needs to ensure a balanced distribution of workload and provide adequate support to maintain employee performance because the heavier the workload and stress experienced, the lower the employee's performance (Nugraha & Rahmi, 2024). Based on the discussion above, a conducive work environment and workload that is in accordance with the employee's capacity can improve their performance. Conversely, an unsupportive work environment or excessive workload can degrade employee performance. Therefore, companies need to pay attention to these two factors simultaneously to create a productive environment and support optimal employee performance.

Conclusion and Advice

Based on the formulation of the problem, objectives, data analysis and discussion that has been carried out, this study concludes several things. First, the working environment at PT ABC is included in the criteria for being very good. Second, the workload at PT ABC is included in the good criteria. Third, employee performance at PT ABC is included in the good criteria.

Fourth, the work environment has a positive and significant effect on the performance of PT ABC employees, meaning that the better the work environment at PT ABC, the higher the level of employee performance at PT ABC. Fifth, workload has a positive and significant effect on the performance of PT ABC employees, meaning that the higher the good perception of a PT ABC employee regarding the workload they bear, the higher the level of performance of PT ABC employees. Sixth, the work environment and workload simultaneously have a positive and significant effect on the performance of PT ABC employees.

Looking at the results of the research and also the conclusions that have been made, there are some suggestions given to several parties. For PT ABC related to the work environment, it is recommended that the first thing is to ensure that the garbage can is managed regularly, including emptying and cleaning it so that it remains hygienic. Second, maintaining the quality of security services and providing additional training for security personnel to deal with emergency situations. Third, conduct periodic evaluations to ensure adequate lighting. Fourth, anticipate future space needs by considering the growth in the number of employees and efficient furniture arrangement. Fifth, it is recommended to organize team building programs, communication training, and awards for outstanding teams. Sixth, do regular maintenance for the room temperature control to keep it comfortable. Seventh, consider using sound-damping materials and provide sound-cancelling headphones for employees who need high concentration.

Regarding workload, for PT ABC, it is first recommended to provide mental health support programs, such as counselling and stress management training, as well as evaluation of workload distribution to be more even. Second, hold job skills training to help employees manage anxiety and feel better prepared for challenges. Third, create an environment where failure is seen as a learning opportunity and involve employees in setting targets. Fourth, providing work from home options or more flexible working hours to improve time efficiency. Fifth, increase development opportunities with professional training and mentorship programs, as well as provide incentives for employees who actively participate in the program. Sixth, ensure employees have clear guidance and training to handle more complex tasks, as well as review job descriptions.

Then suggestions for further research, first, these findings can be used as a guideline in conducting further research. Second, further research can add other variables such as job motivation, job satisfaction, leadership style, or reward systems, to gain a more comprehensive understanding of the factors that affect employee performance. Third, further research is recommended to expand the number of samples to improve the generalization of research results and use companies that have different characteristics. In addition, it can be considered to add mediation variables to better understand the mechanism of the relationship between the work environment, workload, and employee performance. For example, work motivation or job satisfaction can be used as a mediating variable to see if these factors also strengthen or weaken the influence of the work environment and workload on employee performance.

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