The Effect of Workload, Work Environment and Work Motivation on Employee Performance

Rizky Fahrezi[1*]; Suzan Bernadetha Stephani [2]

[1] *rfahrezi021@gmail.com, Universitas Mercu Buana, Indonesia*
[2] *suzan.bernadetha@mercubuana.ac.id, Universitas Mercu Buana, Indonesia*
*) Corresponding Author

ABSTRACT

This study aims to calculate and analyze effect from Workload, Work Environment, and Motivation to Employee performance. The subjects in this study consisted of all State Civil Apparatus (ASN) working at the Kembangan District Office, West Jakarta, with a total of 53 individuals. The sampling method applied is saturated sampling technique, where the entire population is used as a study sample. The approach chosen in this research is quantitative, with collection of techniques information using surveys. The instruments used are Likert scale-based questionnaires. The information collected was analyzed using the SmartPLS application.New discovery from this research show that workload has significant negative effect to employee performance, while the work environment provides effect significant positive effect on employee performance, and work motivation also shows effect significant positive to employee performance.

Keywords: Workload; Work Environment; Work Motivation; Employee Performance.

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INTRODUCTION

Human resources (HR) are a key factor in achieving organizational goals. A company's success depends heavily on competent, effective, and committed employees. HR management plays a role in optimally managing the workforce for the benefit of the company, employees, and the community (Soelton, 2023).

In the face of competition, the quality of human resources significantly determines organizational performance. Therefore, HR development strategies need to be designed as long-term efforts to prepare employees for change and company growth. HR planning must also consider internal and external environmental factors to avoid conflict and maximize potential (Soelton & Nugrahati, 2018).

Employee performance is the work results achieved in accordance with responsibilities, while adhering to laws and ethics. High-performing employees will drive overall company performance improvement (Afandi, 2018).

This government agency is also experiencing a decline in the achievement targets that have been determined each year.
Below is a table of the Recapitulation of Employee Work Targets (SKP) for ASN employees in the Kembangan District, West Jakarta.

Table 1 Recapitulation of Employee Work Targets (SKP)

| Year | Elements to be Assessed | | Target | Total Rating | Difference |
	Employee Performance Targets	Work Behavior			
2022	54.19	34.19	100	88.38	11.62
2023	54.03	34.18	100	88.21	11.79

Source: General Affairs Section, Kembangan District

Based on Table 1, the performance results in 2022 were 88.38%, up from 88.21% in 2023, compared to the initial target of 100%. This indicates that the performance targets from 2022 to 2023 have not been achieved. Improvements are needed to meet the established performance targets. To strengthen the research problem, the researcher conducted a survey on employee performance.

LITERATURE REVIEW

a. **The Influence of Workload on Employee Performance**
   Workload is a collection or number of tasks that must be completed by an organizational unit or position holder within a certain period of time, according to Nabawi (2019). Workload affects employee performance (Harini et al., 2018). Polakitang, AF, Koleangan, R., and Ogi, I. (2019), Qoyyimah, M., Abrianto, TH, Chamidah, S. (2020), Sitompul, SS, Simamora, F. (2019), and Herianto & Widigdo (2022) stated that employee performance is negatively affected by workload.

b. **The Influence of Work Environment on Employee Performance**
   According to Afandi (2018), the work environment is everything in a worker's workplace that can affect how they perform their tasks. This includes temperature, humidity, ventilation, lighting, workplace cleanliness, and the adequacy of work equipment. According to Kasmir (2016), the workplace environment influences how a worker works. Previous

research by Zainuri HM (2021), Saputra & Fernos (2023), and Siburian et al. (2021) indicates that the work environment has a positive and significant effect on employee performance.

c. **The Influence of Work Motivation on Employee Performance.**
Motivation is often referred to as a driver of behavior because, according to Sutrisno (2018), motivation is something that drives someone to perform certain activities. Kasmir (2016) states that work motivation influences employee performance. Previous studies by Suprapto & Widigdo (2021), Maidarti et al. (2022), Apriansyah & Widigdo (2022), and Noniulpa & Widigdo (2023) show that motivation positively and significantly influences employee performance.

Figure 1 Conceptual Framework
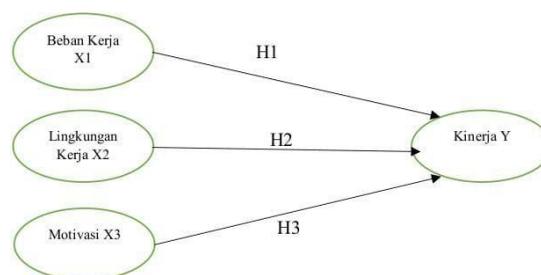
Thus, the overall hypothesis of this research is:

H1: Workload has a negative but significant effect on employee performance.

H2: Work environment has a significantly positive effect on employee performance.

H3: Work motivation has a positive and significant impact on employee performance.

METHOD

Research Design
Causal research aims to determine the cause-effect relationship due to the existence of independent variables (free variables) and dependent variables (bound variables), as well as intervening variables (mediating variables) (Sugiyono, 2019).

Sample
Due to the small population, a non-probability sampling method was used, employing saturated sampling. Since the total staff in the Kembangan District is 53, the sample used for the study consisted of all employees in the Kembangan District, West Jakarta.

Method of collecting data
In this data collection study, a survey method was used, with questionnaires distributed directly to the research subjects, namely employees in the Kembangan District of West Jakarta. Questionnaires are an efficient data collection technique if researchers know precisely which variables to measure and what to expect from respondents.

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Analysis Method

In quantitative research, data analysis occurs after data from all respondents or other data sources has been collected. Data analysis involves grouping data based on variables and respondent types, presenting data for each variable studied, performing calculations to answer the research questions, and performing calculations to test the proposed hypotheses.

RESULTS AND DISCUSSION

Evaluation of Measurement Model (Outer Model)
Convergent Validity Test Results

Convergent Validity Test in the measurement model with reflective indicators is carried out by calculating the relationship between item scores or component scores.toConstruct scores, obtained using the Partial Least Squares (PLS) method. An indicator is considered acceptable if it has a loading factor above 0.7, indicating that it accurately represents the construct being measured. However, in the context of exploratory studies or scale development, loading factors between 0.5 and 0.6 are still acceptable, while values below 0.5 are generally recommended to be removed from the model (Ghozali, 2023).acquisitionThe correlation between indicators and constructs is presented in the following chart and structural illustration.

Figure 2 PLS Algorithm Results
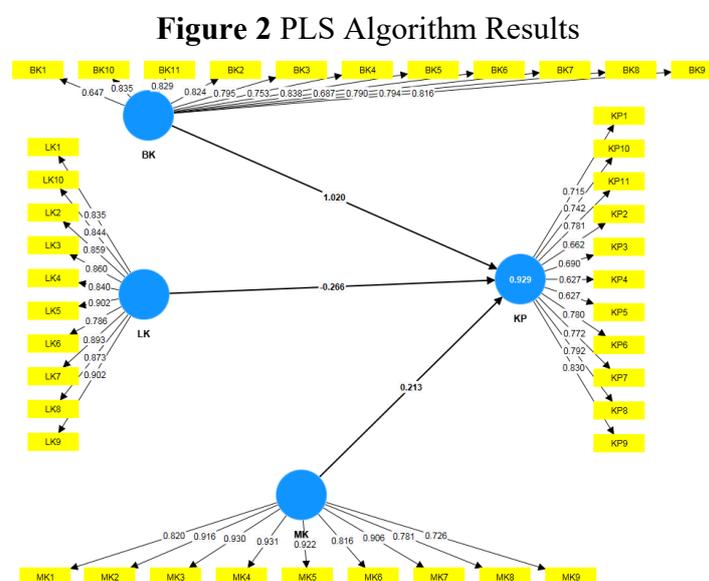
Source: PLS Output 2025

Based on acquisition the convergent validity test shows that all loading factor figures (outer loading) are not less than 0.60 as a basic requirement for stating that an indicator is valid.accepted(Ghozali, 2023). Thus, it can be concluded that the total of all indicators in this study, which amounted to 41 items, is stated accepted.

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Table 2 Covergent Validity test results

Variables	Indicator	Outer loading	Information
Employee Performance (Y)	KP1	0.715	Valid
	KP2	0.662	Valid
	KP3	0.690	Valid
	KP4	0.627	Valid
	KP5	0.627	Valid
	KP6	0.780	Valid
	KP7	0.772	Valid
	KP8	0.792	Valid
	KP9	0.830	Valid
	KP10	0.742	Valid
	KP11	0.781	Valid
Workload (X1)	BK1	0.647	Valid
	BK2	0.824	Valid
	BK3	0.795	Valid
	BK4	0.753	Valid
	BK5	0.838	Valid
	BK6	0.687	Valid
	BK7	0.790	Valid
	BK8	0.794	Valid
	BK9	0.816	Valid
	BK10	0.835	Valid
	BK11	0.829	Valid
Work Environment (X2)	LK1	0.835	Valid
	LK2	0.859	Valid
	LK3	0.860	Valid
	LK4	0.840	Valid
	LK5	0.902	Valid
	LK6	0.786	Valid
	LK7	0.893	Valid
	LK8	0.873	Valid
	LK9	0.902	Valid
	LK10	0.844	Valid
Work Motivation (X3)	MK1	0.820	Valid
	MK2	0.916	Valid
	MK3	0.930	Valid
	MK4	0.931	Valid
	MK5	0.922	Valid
	MK6	0.816	Valid
	MK7	0.906	Valid
	MK8	0.781	Valid
	MK9	0.726	Valid

Source: smartPLS output, 2025

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Discriminant Validity Test Results

Evaluation to Discriminant validity on reflective indicators can be done by looking at the cross loading between the indicator and its respective constructs. An indicator is said to beacceptedIf the loading factor is the highest for the construct in question compared to the values for other constructs, this means that the latent construct should be able to explain the indicators in its own block better than the indicators in other construct blocks (Ghozali, 2023). acquisition discriminant validity testing is shown as follows.

Table 3 Discriminant Validity Test Results (Cross Loadings)

Indicator	Employee Performance (Y)	Workload (X1)	Work Environment (X2)	Work Motivation (X3)
KP1	**0.715**	0.603	0.489	0.632
KP2	**0.662**	0.513	0.540	0.631
KP3	**0.772**	0.568	0.660	0.741
KP4	**0.717**	0.531	0.630	0.680
KP5	**0.660**	0.647	0.520	0.440
KP6	**0.835**	0.824	0.613	0.552
KP7	**0.838**	0.795	0.623	0.530
KP8	**0.792**	0.753	0.644	0.645
KP9	**0.844**	0.838	0.752	0.661
KP10	**0.742**	0.723	0.512	0.446
KP11	**0.809**	0.790	0.743	0.717
BK1	0.627	**0.647**	0.520	0.440
BK2	0.870	**0.919**	0.614	0.556
BK3	0.849	**0.855**	0.624	0.538
BK4	0.809	**0.843**	0.645	0.647
BK5	0.843	**0.870**	0.755	0.667
BK6	0.743	**0.800**	0.744	0.720
BK7	0.709	**0.921**	0.866	0.833
BK8	0.717	**0.841**	0.796	0.756
BK9	0.711	**0.816**	0.796	0.749
BK10	0.695	**0.847**	0.820	0.796
BK11	0.689	**0.860**	0.850	0.777
LK1	0.760	0.818	**0.835**	0.739
LK2	0.721	0.761	**0.859**	0.791
LK3	0.675	0.736	**0.860**	0.783
LK4	0.741	0.790	**0.840**	0.715
LK5	0.734	0.803	**0.902**	0.799
LK6	0.634	0.659	**0.786**	0.627
LK7	0.715	0.778	**0.893**	0.774
LK8	0.730	0.765	**0.873**	0.833
LK9	0.769	0.831	**0.902**	0.822
LK10	0.698	0.734	**0.844**	0.764
MK1	0.811	0.782	0.898	**0.932**

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MK2	0.786	0.779	0.822	**0.916**
MK3	0.772	0.769	0.839	**0.930**
MK4	0.734	0.712	0.821	**0.931**
MK5	0.732	0.737	0.777	**0.922**
MK6	0.663	0.631	0.731	**0.816**
MK7	0.782	0.743	0.798	**0.906**
MK8	0.513	0.552	0.581	**0.781**
MK9	0.554	0.600	0.583	**0.726**

Source: smart PLS output, 2025

Based on acquisition the cross-loadings shown in the chart above show that the correlation between each indicator and its construct is higher than the correlation with other constructs. This indicates that all constructs or latent variables have met the requirements for discriminant validity, as the indicators within each construct block have a stronger correlation than the indicators from other construct blocks.

According to Ghozali (2023), one method for evaluating discriminant validity is to compare the square root of the Average Variance Extracted (AVE) of each construct with the correlation between that construct and other constructs in the model. Ideally, the AVE should exceed 0.5, indicating that the construct is able to explain at least 50% of the variance in its indicators.

Table 4 AVE Test Results

Variables	Average variance extracted (AVE)	Information
Employee Performance (Y)	0.536	Reliable
Workload (X1)	0.616	Reliable
Work Environment (X2)	0.740	Reliable
Work Motivation (X3)	0.747	Reliable

Source: smartPLS output, 2025

Based on the chart above, it is known that the Average Variance Extracted (AVE) figure for each indicator meets the model feasibility requirements, namely > 0.5. In this study, the AVE figure obtained exceeded 0.5, so each variable has strong discriminant validity.

Based on the chart above, it is known that acquisition testing to composite reliability and Cronbach's alpha showacquisitionsatisfactory. All latent variables had composite reliability and Cronbach's alpha values above 0.70. Based on these figures, it can be concluded that each construct has good reliability and meets the recommended minimum threshold.

Table 5 Composite Reliability & Cronbach's Alpha Test Results

Variables	Cronbach's alpha	Composite reliability	Information
Employee Performance (Y)	0.937	0.939	Reliable
Workload (X1)	0.913	0.920	Reliable
Work Environment (X2)	0.961	0.962	Reliable

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Work Motivation (X3)	0.957	0.962	Reliable

Source: smartPLS output, 2025

Based on the chart above, it is known thatacquisitiontestingtocomposite reliability and Cronbach's alpha showacquisitionsatisfactory. All latent variables had composite reliability and Cronbach's alpha values above 0.70. Based on these figures, it can be concluded that each construct has good reliability and meets the recommended minimum threshold.

Results of Structural Model Testing or Hypothesis Testing (Inner Model)

Testing of the structural model (inner model) is carried out to evaluate the relationship between exogenous and endogenous variables based on the theories and concepts that have been formulated in the conceptual framework.

R-Square Test Value

Table 6 R^2 Value of Endogenous Variables

Variables	**R-square**	**R-square adjusted**
Employee Performance (Y)	0.929	0.924

Source: smartPLS output, 2025

The structural model shows that the Employee Performance variable has a significant effect with a figure of 0.929. The R-square figure for the relationship between the independent latent variables (Workload, Work Environment, and Work Motivation) toEmployee Performance is 0.929, meaning that 92.9% of the variation in Employee Performance can be explained by these three variables. Meanwhile, the remaining 7.1% is driven by other factors not discussed in this study.

Goodness of Fit Model Test Results

Goodness of Fit testing on the structural model (inner model) is performed by looking at the predictive relevance (Q^2) figure. If the Q-square figure is greater than 0, then the model has good predictive ability. The R-square figure for each endogenous variable in this study can be determined through the following calculation: The predictive relevance figure is calculated using the formula:

$Q^2 = 1 - (1 - (R2) 2)$
$Q^2 = 1 - (1 - (0.929)$
$Q^2 = 1 - (1 - (0.071)$
$Q^2 = 0.929$

**Hypothesis Testing Results (Path Coefficient Estimation)**

The significance level in this hypothesis testing can be determined using the bootstrapping method. Based on Ghozali's (2023) explanation, significance testing is conducted by observing the parameter coefficients and t-statistics obtained in the bootstrapping report. To determine whether the relationship between variables is significant or not, a t-value of 1.96 is used as a reference at the 5% significance level (alpha = 0.05). If the p-value is less than 0.05 and the t-statistic is greater than 1.96, the relationship in the model is considered significant.

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Table 7 Hypothesis Testing Results

	Original Sample	Standard Deviation	T statistics	P values
Workload (X1) → Employee Performance (Y)	- 1,020	0.118	8,636	0.000
Work Environment (X2) → Employee Performance (Y)	0.266	0.119	2,245	0.025
Work Motivation (X3) → Employee Performance (Y)	0.213	0.086	2,484	0.013

Source: smartPLS output, 2025

Figure 3 Bootstrapping Test Results
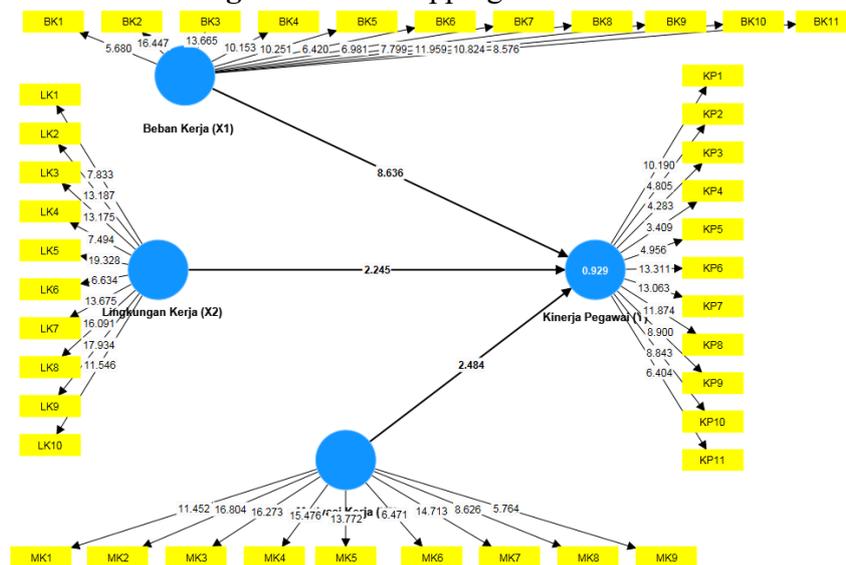
Discussion

1. The Effect of Workload on Employee Performance (H1)

The hypothesis (H1) stating that workload has a negative effect on employee performance is proven to be accepted. This is supported by the results of the hypothesis test which shows an original sample value of -1.020, so it can be stated as having a negative effect. In addition, it has a T Statistics value of 8.636 which exceeds the T Table value of 1.96. Furthermore, the p-value of 0.0 which is smaller than the threshold of 0.05 indicates that the effect is

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significant. Therefore, it can be concluded that workload has a significant negative effect on employee performance.

2. **The Influence of Work Environment on Employee Performance (H2)**

   The hypothesis (H2) stating that the work environment has a positive and significant effect on employee performance is accepted. This is supported by the original sample value of 0.266, thus it can be stated as having a positive effect. In addition, it has a T-Statistic value of 2.247 which exceeds the T-Table value of 1.96. Furthermore, the p-value of 0.025 which is smaller than 0.05 indicates that the results are statistically significant. Therefore, it can be concluded that the work environment has a positive and significant effect on employee performance.

3. **The Influence of Motivation on Employee Performance (H3)**

   The hypothesis (H3) stating that work motivation has a positive and significant influence on employee performance is accepted. This is evidenced by the original sample value of 0.213, thus it can be stated as having a positive influence. In addition, it has a T-Statistic value of 2.484, which is higher than the T-Table value of 1.96. In addition, the p-value obtained is 0.013, smaller than the threshold of 0.05, thus meeting the significance requirements. Therefore, it can be concluded that work motivation has a positive and significant impact on employee performance.

CONCLUSION

1. Workload negatively impacts the performance of civil servants in the Kembangan District, West Jakarta. This means that when tasks assigned to employees exceed their capabilities or capacity, they will struggle to complete their work and lose focus. Consequently, the heavier the workload, the lower their performance.

2. The work environment has a positive impact on the performance of civil servants (ASN) in the Kembangan District, West Jakarta. A conducive work environment can create a sense of comfort and boost employee morale in completing their tasks. This supportive environment is reflected in the cleanliness of the work area, the presence of plants that create a more beautiful atmosphere, and the availability of adequate facilities and equipment. Therefore, a good work environment can encourage increased employee productivity.

3. Work motivation has a positive impact on the performance of civil servants (ASN) in the Kembangan District, West Jakarta. Motivation is a form of encouragement given to employees in the work environment. When employees experience burnout or lack confidence, they need encouragement from colleagues or superiors. Strong motivation increases work enthusiasm and the drive to complete tasks. Positive motivation also contributes to improving employee performance.

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