

The Relationship between Work Environment, Job Satisfaction, and Workload with Employee Performance

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ABSTRACT

Employee performance is a crucial element in achieving organizational goals. The work environment, job satisfaction, and workload are factors that can affect employee performance. This study aims to identify and analyze the influence of the work environment, job satisfaction, and workload on employee performance in an organization. This study uses a quantitative approach with a survey method. Data was collected through a questionnaire distributed to employees at the Banten Provincial Education Office, Pondok Aren District. Data analysis was carried out using multiple linear regression to test the relationship between independent variables (work environment, job satisfaction, workload) and dependent variables (employee performance). The results of the study show that the work environment and job satisfaction have a positive and significant influence on employee performance. However, workload has a negative influence on employee performance. This shows that improving the work environment and job satisfaction can improve employee performance, while excessive workload can decrease employee performance.

Keywords: Work Environment, Job Satisfaction, Workload, Employee Performance, Human Resources

INTRODUCTION

Employee performance is one of the important factors that determine the success of an organization. Good performance from employees will increase the productivity and efficiency of the company, as well as help in achieving strategic and operational goals. Employee performance reflects an individual's ability to complete their tasks effectively and efficiently, as well as their contribution to the achievement of organizational goals. Therefore, employee performance management is a key focus in human resource management, with various initiatives aimed at improving employee motivation, engagement, and competence (Leatemia, et, al., 2023).

In an effort to improve employee performance, companies need to pay attention to various aspects that affect productivity and work efficiency. Factors such as the work environment, job satisfaction, workload, training and development, and effective

performance management all play an important role in determining employee performance. A conducive work environment, for example, can increase employee comfort and motivation, while high job satisfaction can increase their loyalty and commitment. Additionally, a balanced workload and proper training can help employees to work more efficiently and productively.

A good and supportive work environment plays an important role in improving employee performance. The physical condition of the work environment includes factors such as lighting, room temperature, cleanliness, and layout of work equipment. Good physical condition, such as adequate lighting, comfortable temperatures, and a neat workspace, can make employees feel more comfortable and focused in carrying out their tasks. In addition, social factors such as relationships between employees, communication with superiors, and work culture also greatly affect the work environment. Harmonious relationships and open communication between employees and superiors can create a positive work atmosphere, improve teamwork, and reduce conflicts in the workplace (Saputra, 2022).

On the other hand, an unconducive work environment can be a significant source of stress for employees. For example, poor physical conditions such as an overheated or cold room, excessive noise, or lack of adequate facilities can interfere with concentration and reduce productivity. Social factors such as conflicts between coworkers, poor communication, or authoritarian management can also cause discomfort and tension in the workplace. Additionally, psychological factors such as excessive work pressure, lack of support from superiors, or insecurity at work can lead to stress, anxiety, and even burnout in employees. Therefore, creating a comfortable and supportive work environment is essential to ensure optimal employee well-being and performance.

Job satisfaction is a positive emotional condition that arises when employees feel that their work meets or exceeds their expectations and needs. This includes not only financial aspects, such as salary and benefits, but also non-financial aspects, such as recognition for hard work, opportunities for growth and learning, and good interpersonal relationships with colleagues and superiors (Fauzi, et, al., 2023). Employees who feel valued and have opportunities to grow tend to feel more connected to the organization and show a higher commitment to the company's goals.

Furthermore, high job satisfaction plays a significant role in shaping a productive and harmonious work culture. Satisfied employees tend to have lower absenteeism rates and are less likely to participate in negative behaviors in the workplace, such as conflicts or disputes with coworkers. They are also more likely to provide optimal performance, innovate, and actively contribute to improving work processes. In addition, high job satisfaction can increase employee retention, reduce turnover, and save recruitment and training costs for companies. Thus, job satisfaction not only benefits individual employees but also has a positive impact on the entire organization.

Workload is one of the important aspects that affect employee performance. An excessively heavy workload often leads to physical and mental exhaustion, which can negatively impact productivity and quality of work. Physical fatigue can occur as a result of work that requires intense physical activity or for long periods of time without adequate rest. Meanwhile, mental fatigue can be caused by the pressure to complete many tasks in a short period of time or work that requires high concentration and deep thinking. When employees experience burnout, they tend to make more mistakes, have poor memory, and decreased decision-making abilities. These all contribute to the overall decline in performance (Siburian, et, al., 2021).

Conversely, a workload that is too light can also have a negative impact on employee performance. When employees feel that their tasks are too few or not challenging, they can feel bored and unmotivated. Boredom at work can lead to a decrease in interest and enthusiasm for work, which ultimately leads to a decrease in productivity. The lack of challenges also means that employees do not have the opportunity to develop new skills and abilities, which can hinder their career progression. Additionally, employees who do not feel challenged are more likely to feel dissatisfied with their jobs, which can increase turnover and attendance rates. Therefore, management needs to ensure that the workload assigned to employees is balanced, challenging enough to keep motivated, but not so heavy that it leads to burnout.

This study aims to analyze the relationship between work environment, job satisfaction, and workload with employee performance in an organization. By understanding this relationship, companies are expected to develop more effective strategies to improve employee performance through improved work environments, increased job satisfaction, and better workload management. The results of this study are

expected to make a positive contribution to the development of more effective and efficient human resource management policies.

THEORETICAL BASIS

Employee Performance

Employee performance is a multidimensional concept that reflects an individual's ability to carry out assigned tasks effectively and efficiently. One of the theories that is often used to understand employee performance is the Goal Theory put forward by Edwin Locke. (Simanjuntak, et, al., 2021) This theory states that specific and challenging goals, when well accepted and understood by employees, can improve motivation and performance. According to Locke, clear goals provide direction and focus, while timely and relevant feedback helps employees to assess their progress and make necessary adjustments.

Employee performance is a measure of the extent to which an employee can achieve the tasks and responsibilities given by the organization in a certain period. This performance includes various aspects such as productivity, quality of work results, punctuality, as well as initiative and creativity in completing work (Auliana & Achmad, 2023). Employee performance measurement is important to ensure that organizational goals can be achieved and to identify areas that need further improvement or development. Good performance usually indicates that employees not only meet expectations but also exceed set standards.

To manage and improve employee performance, many organizations implement a performance management system that includes setting clear goals, providing regular feedback, and regular performance evaluations. The system allows organizations to identify high-performing employees, provide rewards and incentives, and offer training and development for those who need improvement. With a systematic and structured approach, organizations can ensure that all employees work in accordance with the company's strategic goals and contribute optimally to the organization's success.

Work Environment

A relevant Work Environment Theory to understand its effect on employee performance is Ergonomics Theory. (Apriyanto & Haryono, 2020) This theory emphasizes the importance of workplace design that is tailored to the physiological and

psychological needs of employees to improve comfort, safety, and work efficiency. The principles of ergonomics include the arrangement of an ergonomic workspace, adequate lighting, comfortable temperature regulation, and the selection of appropriate equipment. By applying ergonomics theory, companies can reduce the risk of injury and burnout, which in turn can improve employee productivity and job satisfaction.

The work environment is the entire aspect that surrounds employees as they do their jobs, including physical, social, and psychological factors. Physical factors in the work environment include workplace conditions such as lighting, temperature, hygiene, noise, layout, and availability of adequate work equipment. A comfortable and regular work environment can help employees work more efficiently and reduce the risk of accidents or fatigue (Mutiar, 2021). For example, good lighting can prevent eye strain, and an ergonomic layout can reduce the risk of musculoskeletal injury.

The social aspect of the work environment involves relationships between employees, including interactions with coworkers, superiors, and subordinates. A work environment that supports good social relationships can increase employee motivation and job satisfaction. Effective communication, teamwork, and a positive organizational culture all contribute to a healthy social work environment (Santoso & Rijanti, 2022). When employees feel valued and have a good relationship with their colleagues, they tend to be more passionate about their work and more loyal to the organization. In addition to physical and social factors, the work environment also includes psychological aspects such as feeling safe, comfortable, and valued in the workplace.

Job Satisfaction

Maslow's Theory of Needs, developed by Abraham Maslow. (Aniversari, 2022) It proposes that job satisfaction is influenced by the fulfillment of various levels of human needs, ranging from basic physiological needs to the need for self-actualization. According to this theory, employees will feel satisfied with their jobs if their basic needs such as adequate salaries and safe working conditions are met. Furthermore, the need for security, social, reward, and self-actualization also plays an important role. For example, opportunities for career development and rewards for achievement can increase job satisfaction because they meet high-level needs such as rewards and self-actualization.

Job satisfaction is the positive or negative feelings that employees feel related to their job and the aspects that come with it. This satisfaction includes various dimensions,

including feelings towards the task being done, work environment, relationships with colleagues and superiors, and compensation received (Ndandara, et, al., 2022). When employees are satisfied with their jobs, they tend to show high levels of motivation, a strong commitment to the organization, and a desire to stay longer at work. Conversely, low job satisfaction can lead to demotivation, decreased performance, and high turnover rates.

Job satisfaction is often influenced by factors such as quality management, opportunities for career development, and work-life balance. For example, employees who feel valued and get positive feedback from their employers tend to be more satisfied with their jobs. In addition, the existence of opportunities for training and promotion can increase job satisfaction by providing a sense of achievement and long-term prospects (Wahyuni, et, al., 2022). These factors contribute to employees' feelings of satisfaction with their jobs and the environment in which they work. Efforts to improve job satisfaction can involve changes in management policies, improvements in working conditions, or adjustments in compensation and reward systems.

Workload

Cognitive Workload Theory is one theory that explains how workload affects employee performance and well-being. This theory focuses on how the information that must be processed by individuals affects their cognitive capacity. (Yuananda & Indriati, 2022) According to this theory, high cognitive workloads such as the number of tasks to remember and process can lead to mental fatigue, reduce cognitive efficiency, and increase stress levels. If the cognitive load exceeds the available cognitive capacity, employees may have difficulty making decisions, remembering important information, and completing tasks well. Thus, management needs to consider cognitive workload to ensure that the workload is in line with the mental capacity of the employee.

Workload is the total number of tasks, responsibilities, and tasks that an employee must complete in a given period of time. Workload includes various aspects such as the volume of tasks, the complexity of the work, and the time it takes to complete each task (Siboro, 2022). A balanced workload allows employees to complete their tasks efficiently without feeling overwhelmed or stressed. Conversely, a workload that is too heavy or too light can affect the quality of work and employee well-being. An excessively heavy

workload can lead to a variety of problems, including physical and mental exhaustion, stress, and decreased productivity.

On the other hand, too light workloads also have consequences. Employees may feel unchallenged or disengaged, which can result in boredom and decreased motivation. Too light a workload can lead to a lack of skill development and opportunities for career growth, as well as a diminished sense of accomplishment. To achieve optimal performance, it is important for management to balance the workload with the capabilities and resources of employees, as well as ensure that the tasks assigned are challenging enough to maintain employee engagement and satisfaction (Fauziah, et, al., 2023).

METHOD

This study uses a quantitative approach to analyze the relationship between work environment, job satisfaction, and workload and employee performance. The quantitative approach was chosen because it allows the measurement and analysis of numerical data to identify patterns and relationships between the variables studied. The research design used is a correlational research design. This design aims to identify and measure the relationship between independent variables (work environment, job satisfaction, workload) and dependent variables (employee performance) without manipulating the variables. The population in this study is 1,090 employees working at the Banten Provincial Education Office, Pondok Aren District. Research samples are taken by purposive sampling or simple random sampling if possible, to ensure representativeness.

The sample will consist of [the number of samples, for example 100 employees selected based on certain criteria such as position, length of service, and work unit. The collected data will be analyzed using descriptive statistics to describe the characteristics of the sample and inferential statistics to test the relationship between variables. The Pearson or Spearman correlation test will be used to identify the strength and direction of the relationship between the work environment, job satisfaction, workload, and employee performance. Multiple linear regression analysis can be used to evaluate the combined influence of the three independent variables on employee performance. The results of the analysis will be interpreted to provide insight into how these variables are interconnected and affect employee performance.

RESULT

The Influence of the Work Environment on Employee Performance

Based on the results of the study using the t-test (partial) and regression analysis, it was found that the work environment had a significant partial effect on employee performance. The results of the hypothesis test showed a t_{cal} value of 2.532 which was greater than the t_{table} of 1.672. In addition, a significance value (sig.) of 0.037 is smaller than 0.05, which indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. In other words, the work environment has a significant influence on employee performance. Furthermore, the determinant coefficient test (R Square) showed that the contribution of work environment variables to employee performance was 0.493 or 49.3%. This means that 49.3% of the variation in employee performance can be explained by the work environment, while the remaining 50.7% is influenced by other variables that are not included in this research model.

The results of this study indicate that the work environment has a significant impact on employee performance. The value of the calculation is greater than the table shows that the influence of the work environment on employee performance is not a statistical coincidence, but a valid and reliable finding. Overall, the results of this study emphasize the importance of paying attention to the work environment as one of the main factors in improving employee performance. Companies or organizations should focus on creating and maintaining a conducive work environment to maximize employee potential. Measures such as improving physical facilities, strengthening social relationships in the workplace, and implementing policies that support employee well-being can have a significant positive impact on overall performance.

The Effect of Job Satisfaction on Employee Performance

Based on the results of the study using the t-test (partial) and regression analysis, it was obtained that job satisfaction had a significant partial effect on employee performance. The hypothesis test shows that the t_{count} value is 3.072, which is greater than the t_{table} value of 1.672. In addition, the significance value (sig.) of 0.037 is smaller than 0.05. This shows that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, signaling that job satisfaction significantly affects employee performance. Furthermore, the determinant coefficient test (R Square) showed that the contribution of the job satisfaction variable to employee performance was 0.356 or 35.6%.

This means that 35.6% of the variation in employee performance can be explained by job satisfaction, while the remaining 64.4% is influenced by other variables that are not included in this research model.

The results of this study indicate that job satisfaction has a significant influence on employee performance. The t -count value greater than the table shows that the influence of job satisfaction on employee performance is real and does not occur by chance. With these results, companies or organizations need to pay more attention to efforts to improve employee job satisfaction as part of a performance improvement strategy. Efforts such as providing constructive feedback, ensuring career development opportunities, and creating a supportive work environment can help increase job satisfaction and ultimately improve employee performance. However, it is also important to identify and address other factors that may affect performance in order to achieve optimal results.

The Effect of Workload on Employee Performance

The results of this study show that workload has a significant partial effect on employee performance. These findings are based on the results of the t -test (partial) and regression analysis. The t -cal value for the workload is 1.825, which is greater than the t -table of 1.672, and the significance value (sig.) of 0.037 is less than 0.05. This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, which means the workload has a significant influence on employee performance. In addition, the determinant coefficient (R Square) shows that the workload's contribution to employee performance is 0.217 or 21.7%. This means that workload contributed by 21.7% to the variation in employee performance, while the remaining 78.3% was influenced by other variables that were not included in this research model.

The results of this study confirm that workload has a significant influence on employee performance. The t -count value greater than the table shows that the influence of workload on employee performance is statistically significant. These results show the need for management to manage the workload well to improve employee performance. A workload that is too high can lead to fatigue and stress, while a workload that is too low can reduce motivation. Therefore, companies must ensure that the workload is tailored to the capacity and abilities of employees, as well as consider other factors that affect performance to achieve optimal results.

The Influence of Work Environment, Job Satisfaction, and Workload on Employee Performance

The results of this study show that the work environment, job satisfaction, and workload have a significant simultaneous influence on employee performance. This is evidenced by the comparison of the values of F_{cal} and F_{table} , where F_{cal} of 9.563 is greater than F_{table} of 3.17. In addition, the significance value of F (0.000) is below 0.05, which shows that the influence of independent variables on the dependent variable is significant. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, signaling that the combination of the three variables simultaneously affects employee performance. Furthermore, the determinant coefficient test (R Square) shows that the combined contribution of the variables of work environment, job satisfaction, and workload to employee performance is 0.502 or 50.2%. This means that 50.2% of the variation in employee performance can be explained by all three variables simultaneously, while the remaining 49.8% is influenced by other variables that are not included in this research model.

These findings indicate that the work environment, job satisfaction, and workload together have a significant impact on employee performance. The F_{cal} value greater than the F_{table} and the very low significance value of F indicate that the three variables collectively affect employee performance and this influence does not occur by chance. Overall, these results emphasize the importance of paying attention to various aspects that affect employee performance. Companies should strive to create a positive work environment, increase job satisfaction, and manage workload wisely to maximize employee performance. In addition, it is important to identify and manage other factors that may play a role in determining employee performance, in order to design a more comprehensive and effective strategy to improve productivity and job satisfaction in the workplace.

CONCLUSION

Based on the results of the research conducted, it can be concluded that the work environment, job satisfaction, and workload have a significant influence on employee performance. Regression analysis shows that these three variables individually and simultaneously have a real impact on employee performance. In particular, the work

environment and job satisfaction were proven to have a strong influence on employee performance, as evidenced by a higher *t*-cal value than the table and a very low *p*-value significance. In addition, workload also contributes to employee performance, although the contribution is not as large as the work environment and job satisfaction. Furthermore, the combined contribution of these three variables to employee performance showed significant results with a determinant coefficient (R Square) of 50.2%. This indicates that almost half of the variation in employee performance can be explained by the work environment, job satisfaction, and workload simultaneously.

These results underscore the importance of the role of these three factors in determining how well an employee can perform tasks and achieve desired results. Overall, this study suggests that companies should focus on effective management of the work environment, job satisfaction, and workload to improve employee performance. Companies need to create a supportive work environment, increase job satisfaction, and manage workload carefully to maximize employee productivity. In addition, it is also important to consider other factors that may affect employee performance in order to design a more comprehensive and comprehensive strategy in improving work results.

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