Employee Performance from perspective Workload and Work Environmental

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Abstract: The purpose of this study is to determine and analyze: (1) Workload (2) Work Environment; (3) Employee performance; and (4) The Influence of Workload and Work Environment on Employee Performance at XYZ Company in Bandung City, both simultaneously and partially. The research method used in this study is descriptive survey and explanatory survey, the unit of analysis in this study is employees at XYZ Company in Bandung City with a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was obtained that the Workload experienced by Employees at XYZ Company in Bandung City is good, the Work Environment at XYZ Company in Bandung City can generally be said to be good, Employee Performance at XYZ Company in Bandung City is currently considered good. Workload and Work Environment affect Employee Performance at XYZ Company in Bandung City simultaneously and partially. However, partially Workload predominantly affects Employee Performance rather than Work Environment. Because Workload more dominantly affects Performance, it becomes the first priority in improving Performance. Therefore, employees at XYZ Company in Bandung are advised to improve their working conditions and atmosphere, so that they are able to work more professionally.

Keyword: Workload, Work Environment, Employee Performance.

INTRODUCTION

Organizations in achieving their goals are greatly determined by various factors, one of the most determining factors being human resources. Essentially, human resources are the main driving force behind the dynamics of an organization. An organization is not merely an assembly of resources but must produce something that increases and develops. The development of an organization can occur by integrating capital resources, natural resources, and human resources. Furthermore, human resources are objects that can be nurtured and trained in their entirety to align with the organization's goals. A good organization, growing and developing, will emphasize human resources to perform its functions optimally, especially in facing the dynamics of environmental changes. Thus, the technical, theoretical, conceptual, and moral abilities of the organization's/company's actors at all levels of work are highly needed. In addition, the position of human resources at the highest level is useful for

encouraging the company to display behavioral norms, values, and beliefs as important means in improving its performance.

Career development is a formal approach undertaken by organizations to ensure that individuals within the organization possess the appropriate qualifications, abilities, and experience when needed. Therefore, companies need to manage and develop careers well so that employee productivity remains maintained and can encourage employees to always do their best and avoid work frustration that results in decreased company performance. Career management and development will enhance the effectiveness and creativity of human resources, which can improve their performance in supporting the company to achieve its goals. According to Robbins (1996), career development is something that indicates an increase in a person's status within an organization along the career path that has been established in the respective organization. Another factor that influences the success level of an organization is by paying attention to the work environment. The work environment is everything that exists around the workers that can influence them in carrying out the tasks assigned, such as cleanliness, music, and so on. The physical work environment in a company is a work condition that provides a comfortable atmosphere and work situation for employees in achieving the desired goals of the company. Poor working conditions have the potential to cause employees to easily fall ill, become easily stressed, have difficulty concentrating, and experience a decline in work productivity. Just imagine, if the workspace is uncomfortable, hot, has inadequate air circulation, is too cramped, has a dirty work environment, and is noisy, it will certainly have a significant impact on employee comfort.

In achieving workplace comfort, it can be done by maintaining physical infrastructure such as consistently maintained cleanliness, adequate lighting, air ventilation, music, and a comfortable office layout. In addition to the physical work environment, the non-physical work environment also affects employee performance. If employees are unable to create a good work environment among their colleagues, it will disrupt their performance. The work environment can create binding work relationships among the people within it. Every organization requires an adequate level of professionalism to ensure operational readiness and high-quality performance. Organizational professionalism is one of the main priorities of the comprehensive training objectives of Seskoad. In addition to having high-quality human resources, an organization must also place employees according to their abilities and job objectives. This implies that by providing equal opportunities to all employees to achieve performance and the highest positions based on their talents and abilities, it will yield optimal results for the progress of the organization. Hamid (2003:4) explains, "A professional employee can be defined as someone who always thinks, works hard, works full-time, is disciplined, honest, highly loyal, and fully dedicated to the success of their work."

Seskoad has made several efforts to improve performance through planned and objective career development and by creating a conducive work environment to foster work spirit and favorable conditions. The career pattern developed at Seskoad involves proper placement and positions aligned with the field of duty according to the education and skills possessed, thereby enhancing their role within the organization. The achievement of the organization's expectations is to actively involve every employee to foster a sense of shared responsibility. Seskoad consistently provides opportunities for employees to obtain both formal and non-formal education, as well as various forms of training that will be adjusted to their positions and ranks in the work environment, balanced with their loyalty, dedication, and capabilities.

Starting from the above objective conditions, Seskoad strives to manage and improve the quality of human resources as best as possible. The author observes several factors that influence performance improvement, including work motivation, career development, work environment, employee welfare, work discipline, employee transfers, employee coaching, and others. This results in employee performance not meeting expectations, as seen in daily situations where some employees work diligently while others work casually or even leave

before their shift ends. Some possible reasons for these occurrences are the uneven distribution of tasks, tasks not aligning with job descriptions, or uneven mastery of work areas.

In some departments, there are several employees who have been working for a long time and have high proficiency in both fieldwork and office administrative tasks, but are reluctant to share their knowledge and experience with other employees, especially new ones. Furthermore, the uneven career development, with some employees being placed in positions not aligned with their expertise and skills, is largely based solely on guidelines. And the placement of employee positions also results in disparities in the level of welfare that employees receive. The above symptoms will result in a decline in employee performance and are likely to lower their work morale.

Based on field observations, there is a decline in employee performance indicated by the lack of career development for employees as regulated by the institution and a work environment that does not support the success of job execution. This is evident from the almost non-existent career development opportunities for employees and the uncomfortable working conditions that do not support employee concentration, directly affecting their performance. Then, based on the researcher's observations at Seskoad, there are other indications showing the low performance of Seskoad employees, including: employees' skills in performing their tasks are still lacking, the work results displayed are not optimal, and the responsibility held by employees towards their work is still insufficient. The limited human resources also contribute to this issue, as the scarcity of human resources results in a heavy workload for employees, requiring them to take on multiple tasks and positions.

In addition, employees with other positions within the organizational structure have a workload that differs from that of other employees. This results in a greater responsibility being accepted, thereby creating a workload. Likewise, the uneven distribution of work also leads to a workload. This workload includes both physical and mental work. According to Irwandy (2007), the definition of workload is the average frequency of activities for each job over a certain period. Due to excessive workload or insufficient physical ability, it sometimes results in an employee experiencing disturbances or obstacles in performing their work according to the established procedures. The responsibilities assigned to employees are too great, resulting in an increased workload that affects their performance, making it less than optimal. Additionally, the issue of a lack of harmonious relationships among coworkers has resulted in a less conducive work environment, leading to a decline in employee performance. The work environment, according to Kussriyanto (2001:2), is one of the factors that influence an employee's performance. An employee who works in a supportive work environment that enables them to perform optimally will produce good performance; conversely, if an employee works in an inadequate environment that does not support optimal performance, it will make the employee lazy, easily fatigued, and thus their performance will be low.

Based on the research background above, the problems can be formulated as follows:
1. How is the workload of employees at XYZ Company Bandung?
2. How is the work environment at XYZ Company Bandung?
3. How is the performance of employees at XYZ Company Bandung?
4. How do workload and work environment affect the performance of employees at XYZ Company Bandung, both simultaneously and partially?

METHOD

The method used in this research is the descriptive survey and explanatory survey methods, which were conducted through data collection in the field. As for the survey method. The population in this study consists of 30 employees of XYZ company in Bandung city, where the researcher uses the saturated sampling technique, meaning the entire population becomes the sample. Thus, the research sample consists of 30 people. The hypothesis in this study is processed using path analysis.

RESULTS AND DISCUSSION

To reveal the influence of a variable or a set of variables on another variable, Path Analysis can be used. (Path Analysis). In this path analysis, the magnitude of the influence of one variable on another, both directly and indirectly, can be determined. Before making a decision regarding the magnitude of the influence of one variable on another, a hypothesis test is first conducted, either as a whole or individually.

To determine whether the independent variables, namely the Influence of Workload and Work Environment on the Performance of Employees at XYZ Company in Bandung City, were analyzed using path analysis and the software used was SPSS release 25. The steps taken include calculating the correlation between variables, resulting in the table below (Table 1).

Table 1. Correlation Matrix Between Variables

Correlations

		KINERJA	BEBAN KERJA	LINGKUNGAN KERJA
Pearson Correlation	KINERJA	1.000	.882	.773
	BEBAN KERJA	.882	1.000	.664
	LINGKUNGAN KERJA	.773	.664	1.000
Sig. (1-tailed)	KINERJA	.	.000	.000
	BEBAN KERJA	.000	.	.000
	LINGKUNGAN KERJA	.000	.000	.
N	KINERJA	30	30	30
	BEBAN KERJA	30	30	30
	LINGKUNGAN KERJA	30	30	30

Source : SPSS Output

Next, based on the results of the correlation matrix calculations, the path coefficients, the overall influence from X1 to X2, and the path coefficients of other variables outside the X1 to X2 variable can be calculated as shown in Table 2 below.

Table 2. Path Coefficients

Path Coefficient X_1 to X_2	px_1x_2	0.664
Path Coefficient X_1 to Y	pyx_1	0.882
Path Coefficient X_2 to Y	pyx_2	0.773

Source : SPSS Output

The results of the calculations for the multiple determination coefficient (R2 Y.X1, X2), the correlation coefficient (R Y.X1, X2), the determination coefficient of other variables against Y (P2 Y Є), and the path coefficient of other variables against Y (P Y Є) are detailed in the following table 3:

Table 3. Multiple Determination Coefficient, and Path Coefficient of Other Variables

Multiple Determination (R^2)	$R^2_{Y.X1, X2,}$	0.732
Multiple correlation	$R_{Y.X1, X2,}$	0.889
Exclude Variable Determination to Y	$P^2_{Y Є}$	0.268

Source : SPSS Output

This means that the influence of variables X1 and X2 together on variable Y is 0.732 or 73.2%, indicating that variables X1 and X2 together affect Y, and the remaining 0.268 or 26.8% is influenced by other variables not included in the study. Based on the theoretical framework that there is an influence between Workload and Work Environment on Employee

Performance at XYZ Company in Bandung City, the overall hypothesis will be tested in the form of Table 4. as follows:

Table 4. Results of Simultaneous Testing of X1 and X2 on Y

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.342	2	117.342	14.551	.000ᵇ
	Residual	84.322	27	2.776		
	Total	201.664	29			

a. Dependent Variable: KINERJA
b. Predictors: (Constant), LINGKUNGAN KERJA, BEBAN KERJA
Source : SPSS Output

From Table 4 above, it can be seen that the F-value is 14.551 with a significance level of 0.00, which is less than 0.05, thus it can be concluded that the simultaneous test results are proven or significant, and can be continued with further analysis through partial testing. Meanwhile, the results of the causal relationship or direct influence of X1 and X2 on Y can be seen in Table 5 below.

Table 5. The Influence of Variables X1 and X2 on Y and the Influence Outside Variables X1 and X2

Path Coefficient Interpretation		
Explain	**Influence**	**%**
Influence X1, X2 ke Y	0.732	73.2
Outside Influenec X1, X2	0.268	26.8
Total		100

Source : SPSS Output

From the test results, it can be determined that Workload and Work Environment on Employee Performance at XYZ Company in Bandung City, amounting to 73.2%, while the remaining 26.8% is influenced by other factors not examined by the author, namely work climate, commitment, work culture, and work environment. However, when viewed partially, the workload predominantly affects employee performance more than the work environment. From the hypothesis testing results, the causal relationship diagram of variables X1 and X2 to Y can be illustrated as follows:
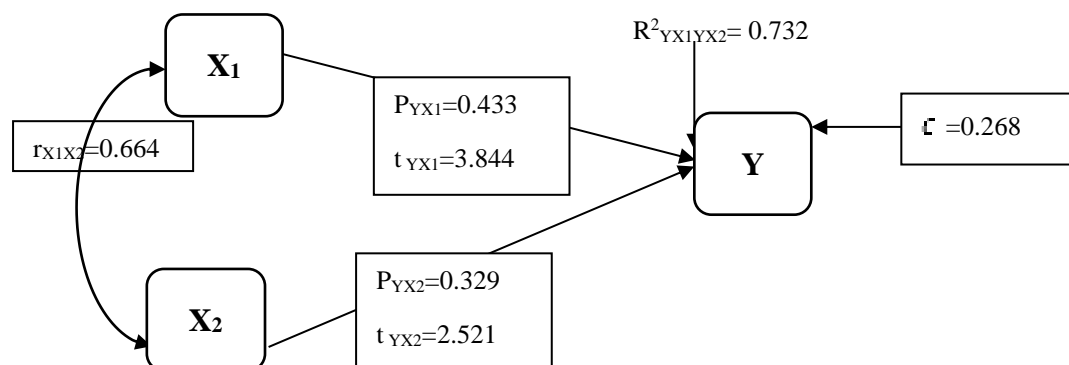

Figure 1. Causal Diagram between Workload (X1) and Work Environment (X2) on Member Performance (Y)

As shown in Figure 1 above, it is evident that Workload predominantly affects employee performance with a path coefficient of 0.433 and a t-value of 3.844, with a t-table value at a significance level of $\alpha(0.05)$ = 1.67, compared to Work Environment with a coefficient of 0.329 and a t-value of 2.521, with a t-table value at a significance level of $\alpha(0.05)$ = 1.67. Both variables have been proven to affect employee performance, as shown in Table 6 below.:

Table 6. Partial Path Coefficient Testing

Path Coefficient		t_{test}	t_{table}	Kesimpulan
PYX_1	0.433	3.844	1.67	Ho rejected There is an influence of workload on employee performance.
PYX_2	0.329	2.521	1.67	Ho rejected There is an influence of workload on employee performance.

Source: output spss

Based on the calculations above, it can be revealed that the workload on the performance of employees at XYZ Company in Bandung City, both directly and indirectly, can be seen in Table 7 below:

Table 7. Direct and Indirect Effects of Workload on Employee Performance

Path Coefficient Interpretation			
Explain		**Influence**	**%**
X_1	Direct influence to Y	0.3835	38.35
	Indirect influence from X_2 to Y	0.0977	9.77
Total		0.4842	48.42

Source: Processed Results

From the table above, it can be seen that the contribution of Workload to employee performance directly is 38.35% with a t-statistic coefficient of 3.844, while the t-table value at the significance level $\alpha(0.05)$ = 1.67, because the t-statistic value > t-table, and indirectly through the work environment variable is 9.77%. Meanwhile, the overall contribution of workload to employee performance reaches 48.42%, it can be concluded that workload significantly directly affects employee performance. This empirical evidence indicates that in efforts to improve employee performance, there needs to be an improvement in the workload factor, because the workload factor is closely related to the improvement of employee performance. The path coefficient shows a positive and significant value, meaning that the better the workload carried, the higher the employee performance will be.

Similarly, the results of the above calculations reveal that the influence of the work environment on the performance of employees at XYZ Company in Bandung City, both directly and indirectly, can be seen in Table 8 below:

Table 8 Direct and Indirect Influence of the Work Environment on Employee Performance

Path Coefficient Interpretation			
Exp		**Pengaruh**	**%**
X_2	Direct influence to Y	0.1501	15.01
	Indirect influence from X_1 to Y	0.0977	9.77
Total		0.2478	24.78

Source: Processed Results

From the table above, it can be seen that the contribution of the work environment to performance directly is 15.01% with a t-statistic coefficient of 2.521, while the t-table value at the significance level $\alpha(0.05) = 1.67$, because the t-statistic value > t-table, and indirectly through the workload variable by 9.77%. Meanwhile, the contribution of supervision to overall performance reaches 24.78%. It can be concluded that the work environment significantly directly affects employee performance. This empirical evidence indicates that in efforts to improve performance, it is necessary to improve the work environment factors, as these factors are closely related to performance improvement. The path coefficient shows a positive and significant value, meaning that the better the working environment formed, the higher the performance will be.

CONCLUSION

Based on the research conducted to determine the Influence of Workload and Work Environment on Employee Performance at XYZ Company in Bandung, the following conclusions can be drawn:
1. The workload according to the employees of XYZ Company in Bandung has not received a good response, meaning that the workload is one of the factors that has a significant impact on the continuity of the organization. However, employees still feel that the workload does not match the tasks assigned and the expectations of the respective employees.
2. The work environment according to the employees of XYZ Company in Bandung is generally not satisfactory. Some indicators have quite high values. However, there are several indicators with low values that need to be improved.
3. Employees of XYZ Company in Bandung City have high performance based on several indicators, overall showing good and high values.
4. Workload and Work Environment simultaneously affect the Performance of Employees at XYZ Company in Bandung City, and their influence is positive. However, partially, workload predominantly affects employee performance more than the work environment. And partially, the influence of workload and work environment on member performance is as follows:
   A. Workload affects Member Performance, so if the workload is appropriate, Member Performance will also increase.
   B. Work Environment affects Member Performance, so if the Work Environment is formed according to members' expectations, Member Performance will also increase.

Suggestions
Based on the research and observations that have been conducted, the author would like to propose several suggestions that can be considered by XYZ Company Employees in Bandung City to improve Workload and Work Environment. These suggestions include
1. In facing an organizational change, the workload is considered important to drive discipline, so that employees can understand more deeply the meaning of the tasks assigned to them.
2. Improving the work environment can be achieved through better communication between XYZ Company Employees in Bandung City, with leaders and all members of the organization, which will subsequently encourage high performance among members.
3. The performance of XYZ Company Employees in Bandung City must be improved, especially regarding the enhancement of creativity and innovation in creating competitive and comparative advantages in completing tasks, and collaboration with colleagues to complete work should be further improved.

4. The priority that must be considered by the Staff and Command of the Indonesian National Armed Forces Command School (SESKO TNI) is to minimize the workload of each employee to achieve high-quality performance.

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