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The Influence of Workload and Work Environment on Employee Performance at PT. Hevea MK II Palembang City

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ABSTRACT

This research aims to empirically analyze the influence of workload and work environment on employee performance at PT. Hevea MK II Palembang. The study is motivated by field phenomena, such as high intensity of overtime and suboptimal work environment conditions. Using a quantitative method with a survey approach involving 186 permanent employees, data was collected through questionnaires and analyzed using multiple linear regression. The results indicate that, partially, both workload and work environment have a significant influence on employee performance. Furthermore, simultaneously, both variables also have a significant impact on employee performance, where the model is able to explain 47.3% of the variation in performance. This finding emphasizes the urgency for the company to manage workload in a balanced manner and create a conducive work environment to optimize employee performance.

A. INTRODUCTION

Human resources (HR) are essential assets that are a determining factor for the success of a business entity. The success of management and the achievement of organizational goals are highly dependent on the capabilities of human resources (Kasman, 2021; Badrianto, 2022). When employees are able to work effectively, companies can achieve optimal productivity and maintain competitiveness in a competitive market. Therefore, companies must pay close attention to variables that have implications for employee performance in order to realize organizational goals. One of the determinant factors that significantly affects employee performance is workload. Workload can be defined as the totality of tasks that must be completed in a given temporal period, taking into account the physical and cognitive capacities of individuals (Yusuf et al., 2019; Handayani & Wahyuni, 2023).

Disproportionate distribution of workloads, whether excessive or underperformed, can reduce work effectiveness and hinder the achievement of the company's strategic targets. This dissonance often leads to fatigue, occupational stress, and even turnover, which ultimately creates disruption to organizational productivity. In addition to workload, the work environment also plays an integral role in modulating employee performance. The work environment includes physical dimensions, such as thermal conditions, lighting, noise intensity, and safety protocols, to non-physical dimensions, such as interpersonal relationship dynamics and internal communication mechanisms (Nabawi, 2019; Oktavia & Femos, 2023). A conducive work environment will stimulate intrinsic motivation, comfort, and morale, on the other hand, a sub-standard environment can be a substantial obstacle to realizing corporate goals.

PT. Hevea MK II Palembang, as a company that concentrates on the rubber processing industry, demands superior employee performance to reach production targets and maintain product quality standards. Preliminary observations indicate that there are

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several anomalies that have the potential to affect employee work capacity, such as increased overtime frequency due to the escalation of production targets, extreme thermal conditions in the production area, sub-optimal lighting at some operational points, and excessive noise levels from production equipment. The availability of personal protective equipment (PPE) such as ear protection that is not evenly distributed is a factor that aggravates the workload and reduces the comfort of the work environment. This phenomenon resonates with empirical findings from the previous literature. Research by Rohman & Ichsan (2021) confirms that workload has a positive and significant correlation with performance, while Sutoyo (2016) proves that there is a strong causal relationship between the work environment and employee performance. Based on the above premise, this study is directed to comprehensively investigate the causal interaction between workload, work environment, and its implications on employee performance at PT. Hevea MK II Palembang. It is hoped that the findings of this research can be a foundation for companies to develop more efficient HR management strategies and create a work ecosystem that supports productivity.

B. THEORETICAL STUDY

Workload

Workload is not just a list of tasks, but an existential reality for a worker, which is interpreted as an obligation that demands completion within a certain time frame, while considering the limits of ability and the conditions that surround it (Mangkunegara, 2007; Koesmowidjojo, 2017). It is also a reflection of personal perception—an accumulation of work that must be completed and the energy exerted to make it happen (Budiansa, 2021). Workload, in essence, resides between three poles: balance, advantages, and disadvantages (Mangkunegara, 2007). When there is a misalignment between load and capacity, work effectiveness will be eroded, and productivity will decline, especially if it is accompanied by suffocating time pressure or limited resources.

Hart and Staveland (1988) describe workload into six interrelated dimensions: physical demands, mental demands, time pressure, performance produced, effort made, and perceived level of frustration. When workload is not managed wisely, a worker can fall into a demoralizing abyss of stress and fatigue, ultimately with negative implications for their performance. The factors that make up the workload can be drawn from two sources: external factors that include the complexity of tasks, division of labor, time demands, and physical conditions in the work environment; and internal factors that include physiological conditions, levels of experience, knowledge, and intrinsic motivations that reside within oneself (Syardiansyah & Rahman, 2022). An excessive workload can reduce focus and enthusiasm, while a workload that is too low can actually extinguish work motivation due to the absence of challenges.

Therefore, in the realm of research, the indicators that are the reference are the quantity of tasks, the duration of completion time, and the suitability of the load with individual capabilities (Rumawas, 2021; Yusuf et al., 2019). Workload measurement is a necessity to ensure that every individual does not become entangled in a load that drains power or is mired in a state of stagnation that triggers boredom and inefficiency.

Work Environment

The work environment, in essence, is not just a physical space filled by individuals. It is an ecosystem, a stage of micro-civilization where interactions, aspirations, and the reality of work intertwine. It is the entire ontological condition that surrounds the existence of a worker, both tangible and intangible (Oktavia & Fernos, 2023). A harmonious environment is an oasis that fosters comfort, nurtures social interaction, and ignites the fire of productivity. Instead, a dysfunctional environment is a barren desert that extinguishes motivation and erodes performance.

The physical dimension of the work environment is the spatial layout that is a silent witness to every movement and thought: the light that illuminates, the temperature that

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wraps, the layout that forms the groove, the sound that fills the silence, and the security that is the guarantee of sustainability (Sedarmayanti, 2017). Dim lighting, for example, is not just a matter of darkness, but a manifestation of a visual load that eats away at focus. Extreme temperatures are not just hot or cold, but a disturbance of physiological stability that affects concentration. And noise, at its core, is an invasion of the silent space necessary for thinking.

However, the work environment also has a metaphysical dimension that is no less vital: social dynamics between individuals, the flow of communication that flows from top to bottom, and the collective soul and ethics that are the spirit of the organization (Setiawan, 2008). Harmonious relationships and open communication are the bonds that foster a sense of belonging. On the other hand, an unsupportive atmosphere is a latent disease that eats away at enthusiasm and satisfaction.

Philosophically, the work environment consists of two polarities: material (physical) and immaterial (psychic). Physical factors include the structure of the space, the air we breathe, cleanliness, and personal protective equipment. Meanwhile, psychic factors are invisible networks that include supervisory systems, organizational dynamic turmoil, surprising policy changes, and the complexity of interpersonal relationships (Sedarmayanti, 2017).

Employee Performance

Employee performance, in essence, is the fruit of an individual's existence in an organization. It is a manifestation of the work achieved, which is measured not only by the volume (quantity) but also by the quality (quality) of the product, in response to the mandate and responsibility given (Mangkunegara, 2007; Adhari, 2020). Optimal performance is the compass that guides the organization towards the realization of its strategic goals. It is not a stand-alone entity, but an epiphenomenon born from the interaction of various variables: competence and expertise, depth of knowledge, clarity of work design, intrinsic motivation, leadership style, and the work ecosystem itself (Hidayat et al., 2023). An individual with honed potential in a supportive environment will always perform better than those trapped in unconducive conditions.

Performance appraisals, therefore, are not just a bureaucratic ritual, but a vital reflective process in human resource management. It is a mirror that allows the organization to see the real contribution of each individual, becoming the basis for strategic decision-making related to promotion, compensation, training, and development (Sofyandi, 2008; Rivai, 2005). With an objective assessment, a corporation can understand the essential role of each worker in collective achievement and design constructive improvement measures.

In the empirical realm, performance indicators can be understood through several fundamental dimensions. Dewi (2022) identified five main aspects: work quality as a reflection of precision and neatness, quantity of work as proof of the volume of task completion, a sense of responsibility as a form of commitment, the ability to synergize with colleagues, and initiative as proactivity in facing challenges. Nabawi (2020) complements this understanding by adding that performance can also be evaluated from an individual's ability to reach targets without sacrificing established quality standards.

Framework of Thought and Hypothesis

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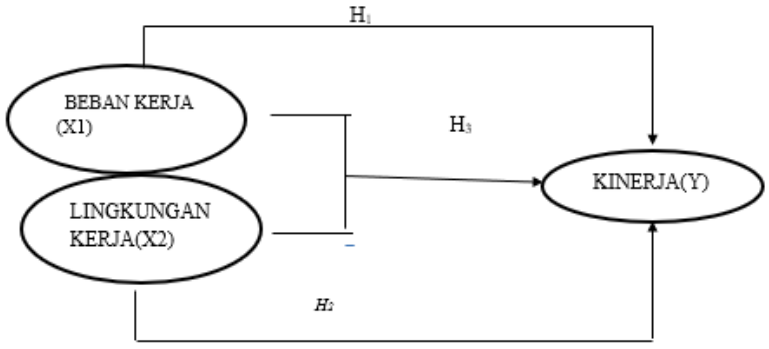

A Thought Framework

H1 : Workload has a significant effect on employee performance.
H2 : The work environment has a significant effect on employee performance.
H3 : Workload and work environment simultaneously have a significant effect on employee performance

C. RESEARCH METHODS

This research is an empirical exploration launched at PT. Hevea MK II, Palembang. The philosophical intent is to unveil the veil of causality that connects workload and work environment to employee performance. The quantitative method was chosen as an epistemological tool to test hypotheses that have been formulated through the analysis of statistical data. The data, as traces of reality, is collected through questionnaires composed of theoretical indicators, reinforced with interviews to understand the narrative behind the numbers, as well as documentation as an archive of the company's historical truth.

This research centers on a triad of variables: workload (X_1) and work environment (X_2) as influencing phenomena, and employee performance (Y) as influencing phenomena. Workload is defined as an individual's perceptual struggle with the volume and intensity of work, while the work environment is a constellation of conditions, both tangible and intangible, that make up the work arena. Performance, as the fruit of this ontological association, is measured by the quality and quantity of the work.

In an effort to understand this collective entity, all employees of PT. Hevea MK II, which totals 350 people, is identified as a population. However, to achieve a valid generalization, a sample of 186 permanent employees was sampled using the Slovin formula, which was then selected using the non-probability sampling technique. Primary data, as a direct voice of respondents, is obtained through questionnaires and interviews, while secondary data, as a trace of the organization's history, is sourced from internal documents. The questionnaire used a five-point Likert scale, an instrument to measure the gradation of perception. All the data collected was then processed with SPSS software, through a series of test rhythms that included instrument tests, classical assumption tests, and multiple linear regression analysis, which became the logical culmination for understanding the causal interactions between variables.

D. RESULTS AND DISCUSSION

Overview of Respondent Characteristics

In this study, the reality of the population in PT. Hevea MK II Palembang is represented by 186 individuals. They are micro-entities that reflect the collective dynamics of a company, and their identities can be elaborated through four fundamental dimensions: gender that determines biological polarity, age that indicates the span of time travel, education that reflects the level of knowledge seeking, and length of service that illustrates the depth of experience within the organization. The results of this deconstruction of respondent characteristics are then presented in a table, which becomes an empirical mirror of the constellation of data that has been collected.

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Respondent Characteristics

Category	Groups	Frequency	Percentage
Gender	Male	113	60,8%
	Women	73	39,2%
Age	≤ 20 Years	7	3,8%
	21–30 Years	112	60,2%
	31–40 Years	56	30,1%
	> 40 years old	11	5,9%
Education	SMA/K	138	74,2%
	Diploma	13	7,0%
	S1	33	17,7%
	S2	2	1,1%
Long Time Working	1 – 5 Years	154	82,8%
	6 – 10 Years	26	14,0%
	11 – 15 Years	3	1,6%
	> 15 Years	3	1,6%

Source: Primary Data Processed, 2025

In the demographic landscape of PT. Hevea MK II Palembang, it was seen that the majority of respondents were men (60.8%), with women filling 39.2% of the total sample. Based on age, the working population is dominated by the young age group between 21-30 years old (60.2%), followed by the age group of 31-40 years (30.1%). The more extreme age groups, i.e. under 20 and over 40, have a very small proportion, 3.8% and 5.9%, respectively. In terms of educational background, high school graduates are the most dominant group (74.2%), while the rest are S1 graduates (17.7%), Diploma (7.0%), and S2 (only 1.1%). A survey of length of employment shows that most of the respondents (82.8%) are new employees with 1-5 years of experience. The 6-10 years of service was filled by 14% of respondents, while the service period above 10 years was very minimal (1.6% each). The implication of this picture is that PT. Hevea MK II Palembang has a relatively young workforce with not long work experience. This condition requires companies to focus on effective coaching and workload management strategies, as well as provide relevant training and competency development, especially for the dominance of high school/K graduates.

Validity and Reliability Tests

Before entering the realm of more in-depth data interpretation—that is, regression analysis, the instruments used to capture reality must be tested for feasibility.

Validity Test

Validity Test Results on Workload Variables (X1)

Item Pernyataan	R hitung	R tabel	Keterangan
X1.1	,607	,144	Valid
X1.2	,606	,144	Valid
X1.3	,571	,144	Valid
X1.4	,596	,144	Valid
X1.5	,520	,144	Valid
X1.6	,652	,144	Valid

Sumber: Data primer yang diolah, 2025

The results of the validity test applied to the variable statement show that each item has a calculated r-value that consistently exceeds the r-value of the table (0.144)

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Results of the Validity Test of Work Environment Variables (X2)

Item Pernyataan	R hitung	R tabel	Keterangan
X2.1	,500	,144	Valid
X2.2	,572	,144	Valid
X2.3	,551	,144	Valid
X2.4	,530	,144	Valid
X2.5	,534	,144	Valid
X2.6	,531	,144	Valid
X2.7	,513	,144	Valid
X2.8	,533	,144	Valid

Sumber: Data primer yang diolah, 2025

The results of the validity test applied to the variable statement show that each item has a calculated r-value that consistently exceeds the r-value of the table (0.144).

Validity Test Results on Employee Performance Variables (Y)

Item Pernyataan	R hitung	R tabel	Keterangan
Y.1	,469	,144	Valid
Y.2	,526	,144	Valid
Y.3	,488	,144	Valid
Y.4	,508	,144	Valid
Y.5	,475	,144	Valid
Y.6	,516	,144	Valid
Y.7	,515	,144	Valid
Y.8	,449	,144	Valid
Y.9	,497	,144	Valid
Y.10	,472	,144	Valid

Sumber: Data primer yang diolah, 2025

The results of the validity test applied to the variable statement show that each item has a calculated r-value that consistently exceeds the r-value of the table (0.144).

Reliability Test

In the context of scientific truth, an instrument must not only be valid, that is, be able to measure what it should be measured but also must be consistent in its measurements. For this reason, reliability tests are carried out to ensure that the research instrument has adequate stability and reliability.

Reliability Test Results

Variabel	*Cronbach Alpha*	Batas Uji	Keterangan
Beban Kerja (X1)	,631	,60	Reliabel
Lingkungan Kerja (X2)	,640	,60	Reliabel
Kinerja Karyawan (Y)	,651	,60	Reliabel

Sumber: Data Primer yang diolah, 2025

The test results showed that each variable of workload, work environment, and employee performance had a Cronbach's Alpha value that exceeded 0.60 (0.631; 0.640; and 0.651). This is empirical evidence that confirms that all research instruments are reliable. In other words, the measuring tool used has sufficient internal consistency, so it can be trusted to capture the essence of each variable stably and coherently.

Classic Assumption Test

Before entering the stage of causality interpretation through multiple linear regression analysis, the logical foundation of the research model should be tested. This step is known

as the classical assumption test, an epistemological prerequisite that ensures that the regression model used meets statistical standards.

Normality Test

The normality test measures the distance between the observed data distribution and the theoretical normal distribution.

Normality Test Results

Variabel	Asymp Sig.	a = 0,05	Keterangan
Beban Kerja (X1) Lingkungan Kerja (X2) Kinerja Karyawan (Y)	0,200	0,05	Normal

Sumber: Data Primer yang diolah, 2025

The results show that the value of Asymp. The sig. (p-value) is 0.200, a number that empirically goes far beyond the 0.05 threshold. This is not just a number, but rather a confirmation that the residual distribution of this research model is within the normal corridor.

Multicollinearity Test

Multicollinearity is a statistical phenomenon that occurs when there is a high correlation between independent variables in a regression model. This test is done to ensure that each independent variable stands independently and does not influence each other excessively.

Multicollinearity Test Results

Variabel	*Tolerance*	VIF	Keterangan
Beban Kerja (X1)	,944	1,059	Tidak Terjadi Multikolinearitas
Lingkungan Kerja (X2)	,944	1,059	Tidak Terjadi Multkolinearitas

Sumber: Data Primer yang diolah, 2025

The results of this test empirically prove that the regression model is free of multicollinearity. Each independent variable has a Tolerance value of 0.944, which significantly exceeds the threshold of 0.10. Simultaneously, the VIF value of 1.059 is well below the 10-fold threshold. This finding is a philosophical confirmation that the independent variables in this model stand independently and are not overly dependent on each other. Thus, we can proceed with the analysis with the confidence that the resulting regression coefficient will not be distorted, and that this model is feasible for use in interpreting the causal relationships between variables.

Heterokedasticity Test

The heteroscedasticity test is a philosophical search for the consistency of variance in regression models. The goal is to ensure that the variance of the residue or prediction error is uniform across the observation spectrum. If the variance is not uniform, or heteroscedasticity occurs, it indicates the presence of instability in the model, as if the laws of nature we formulated were not universally applicable.

Heterokedasticity Test Results

Variabel	Sig.	α = 0,05	Keterangan
Beban Kerja (X1)	,762	,05	Tidak Terjadi Heterokedastisitas
Lingkungan Kerja (X2)	,193	,05	Tidak Terjadi Heterokedastisitas

Sumber: Data Primer yang diolah, 2025

The significance value obtained for the workload variable (X1) is 0.762, and for the working environment (X2) is 0.193. These two values substantially exceed the 0.05 threshold. This is not just a number, but an empirical proof that the variance of the residues

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in this regression model is stable and uniform. In other words, our model is not bothered by irregular fluctuations of variance, so it can be said that the causal law we formulated applies consistently across the data spectrum.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method used to determine the relationship between one dependent variable (bound) and two or more independent (independent) variables. The main objective is to predict the value of a dependent variable based on the value of an independent variable.

Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constrant)	34,646	2,372		14,604	,000
	Beban Kerja (X1)	-,606	,069	-,486	-8,794	,000
	Lingkungan Kerja (X2)	,418	,060	,385	6,978	,000

Sumber: Data Primer Diolah, 2025

Y = a + b1X1 + b2X2

Y = 34,646 – 0,606 X1 + 0,418 X2

From the equation above, it shows the dynamics of the relationship between variables. When the workload and work environment are in a constant state—as if at a standstill or zero value—employee performance still has a positive essence with a constant value of 34,646. This suggests that there are other fundamental factors beyond these two variables that still contribute to performance. Furthermore, the workload regression coefficient (X_1) has a negative value of -0.606. This figure is not just a statistic, but a causal statement that any increase in workload seems to erode employee performance by 0.606 units, assuming the other variables remain static. This is a paradox in the world of work: the more demands, the less the output. On the other hand, the work environment regression coefficient (X_2) has a positive value of 0.418. This shows that every improvement in the quality of the work environment will nourish employee performance by 0.418 units. In other words, a conducive environment is a catalyst that drives performance growth, confirming that a comfortable and supportive workspace has significant implications for individual productivity.

Coefficient Determination Test (R2)

Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error
1	,688[a]	,473	,467	2,147

Sumber: Data Primer Diolah, 2025

Based on the results of the determination coefficient test, the R^2 value of 0.473 reveals a crucial truth: that 47.3% of the variation in employee performance can be explained causally by the interaction between the workload and the work environment. This number is an empirical reflection that shows how strongly these two variables are the cause of the performance phenomenon. The rest, 52.7%, is a methodological mystery that is beyond the reach of this study. This percentage implies the presence of hidden factors that also play a significant role in shaping performance, such as motivation, leadership style, organizational culture, or compensation.

Partial t-test

The t-test is a causality test, a method for revealing the individual truth of each independent variable. It does not observe the relationship as a whole, but rather partially, as if isolating each variable individually from the influence of the others.

Test Results t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constrant)	34,646	2,372		14,604	,000
	Beban Kerja (X1)	-,606	,069	-,486	-8,794	,000
	Lingkungan Kerja (X2)	,418	,060	,385	6,978	,000

Sumber: Data Primer Diolah, 2025

The result is a clear declaration of causality. For the workload variable (X1), a t-statistical value of -8.794 and a p-value of 0.000, which is well below the threshold of 0.05, confirm a negative and significant relationship. This means, philosophically, that any additional load seems to be eating away at performance, a hypothesis that has now been proven to be true (H1 accepted). In contrast, in the work environment variable (X2), the t-statistical value of 6.978 with a p-value of 0.000 indicates a positive and significant relationship. This is confirmation that a conducive work environment is a catalyst that fosters performance. This hypothesis was also proven to be true (H2 was accepted). Essentially, these results confirm that the dynamics between burden and environment are two opposing forces, yet they fundamentally shape and influence employee performance.

Simultaneous F Test

The F-test, or simultaneous test, is a comprehensive causality test to determine whether a group of independent variables in this case, workload and work environment together have a significant influence on the dependent variable, i.e. employee performance.

F Test Results (ANOVA)

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	756,743	2	378,372	82,121	,000[b]
Residual	843,171	183	4,607		
Total	1599,914	185			

Source: Primary Data Processed, 2025

The results of the F test showed an F value of 82.121 with a significance of 0.000 (<0.05), which means that the workload and work environment simultaneously had a significant effect on employee performance so that H3 was also accepted.

Discussion

The Effect of Workload on Employee Performance

In this analysis, workload has a negative and significant influence on employee performance. This means that any additional workload is a destructive action that inherently undermines performance potential. Excessive loads aren't just jobs; It is an oppression that creates physical and mental tension, reduces the cognitive capacity to concentrate, and causes fatigue that ultimately extinguishes productivity.

This finding is not an anomaly, but a resonance of previous wisdom. This is in line with the proposition put forward by Rumawas (2021) and Priansa (2018), who both affirm that disproportionate workload is a fundamental barrier to effectiveness. Furthermore, this research confirms the findings of Hernawati (2019) who stated that excessive workload erodes both the quality and quantity of work results. In practical terms, this reality requires

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companies to act as wise architects in distributing the workload, so that each individual can complete his tasks with integrity and without having to suffer existential fatigue.

The Influence of the Work Environment on Employee Performance

This analysis shows a positive and significant causal correlation between the work environment and employee performance. This is a philosophical confirmation that the better the quality of the work environment, the higher the performance potential that can be achieved. A conducive work environment that is safe, comfortable, and supportive serves as a catalyst that increases the motivation and passion of individuals. This finding is not an anomaly, but a resonance of pre-existing wisdom. Ferrati's research (2017) confirms that the physical aspects of the work environment such as lighting, ventilation, noise, and cleanliness are vital foundations that directly affect productivity. Furthermore, these results are consistent with the research of Adam Ramadhan and Halim (2023) and Rizka Dwi Astutie et al. (2022), which collectively state that a harmonious work environment has a substantial impact on employee satisfaction and productivity. Thus, it is evident that the workspace is not just a place of activity, but a force that fundamentally shapes the reality of work itself.

The Influence of Workload and Work Environment on Employee Performance

Based on the analysis, it is proven that workload and work environment, simultaneously or together, have a significant influence on employee performance. The results of the F test showed that these two variables were collectively able to explain 47.3% of the variation that occurred in employee performance. This indicates that a harmonious combination of a proportionate workload and a conducive work environment can create ideal working conditions. Under these conditions, employees can reach their optimal potential.

These findings are in line with previous research, such as the research of Santoso and Widodo (2022) and Rizka Dwi Astutie et al. (2022), which affirmed that employee performance improves when workloads are distributed fairly and the work environment is managed properly. The remaining 52.7% of the variation in employee performance is influenced by other factors outside of this model. These factors, such as compensation systems, training, organizational culture, and leadership, remain important variables that affect employee performance.

E. CONCLUSION AND SUGGESTIONS

Conclusion

1) Workload has a negative and significant influence on employee performance. This is a paradox, where the heavier the load is carried, the more performance potential is eroded. Excessive load is not just a task, but an inherently detrimental obstacle to performance.
2) The work environment has a positive and significant influence. A conducive and supportive work ecosystem serves as a catalyst, which organically increases the productivity and quality of the work.
3) Simultaneously, these two variables have significant collective strength. The results of the F test showed that 47.3% of the variation in employee performance could be explained by the interaction between the workload and the work environment. This number confirms that both, as a causal pair, have a substantial impact. The remaining 52.7% of the variation in employee performance is a mystery that is beyond the reach of this study, influenced by other factors that have not yet been revealed.

Suggestion

1) Companies should revisit the relationship between work and individuals. It is not just about the task, but about the fair distribution of the load, which must not erode the physical and mental potential of employees to the point of exhaustion. Therefore, there needs to be a regular evaluation of the work allocation.
2) In addition, companies must also be the architects of a work ecosystem that supports, not just accommodates. This environment must be conducive and productive, both from the

material aspect (cleanliness, air circulation, absence of annoying noise) and the immaterial aspect (harmonious and supportive interpersonal relationships). Thus, employees can function optimally.

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