The Influence of Work Environment, Workload and Work Motivation on Employee Performance at PT. Mahatma Agro

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Abstract

Research aim: The goal of the research for determine and examine if PT Mahatma Agro employees' performance is impacted, partially or concurrently, by their work environment, workload, and work motivation.

Design/Methode/Approach: The autors of this study employed quantitative research methods. Google Forms surveys were distributed to all samples as part of the data collecting method, yielding 47 responses. In this research, multiple linear regression analysis techniques were used to analyse the research data. The author utilised version 24.00 of the Statistical Package for Social Science (SPSS) software program to process the study data.

Research Finding: The study's findings show that PT Mahatma Agro (Y) employees' performance is significantly impacted and partially by their work environment (X1) and workload (X2). Partially, motivation (X3) has no discernible impact on PT Mahatma Agro employees' performance. The findings of this study simultaneously show that the performance of PT Mahatma Agro employees is significantly influenced by work environment, workload, and work motivation.

Theoretical contribution/Originality: This research can contribute and add to the literature by showing how work environment, workload, and work motivation affect the performance of PT Mahatma Agro employees. This shows how important it is to think about these three factors to get a better understanding of the work environment, workload, and motivation on employee performance**.**

Practitioner/Policy implication: The research can provide insight and illustration for companies that are creating a good and enabling work environment, providing a balanced workload, and providing appropriate and effective work motivation programs are the keys to achieving company goals and improving employee performance.

Research limitation: The restriction of this study is that it only focuses on three variables (work environment, workload, and work motivation) without considering other variables that might affect employee performance. The second limitation lies in the use of research methods with questionnaires that have the potential for respondent bias such as dishonest answers not by the actual situation, and some employees do not fill out or collect questionnaire answers.

Keywords: Employee performance, work environment, workload, work motivation

1. Introduction

Employee performance refers to the quality and quantity of work done by an individual according to predetermined standards, based on their assigned responsibilities [1]. Employee performance significantly plays an important role in company performance. Employees who have poor performance can hinder the success and goals of the company, in this regard, the company must strive for the performance of these employees to continue to increase. According to Jodie Firjatullah et al, stated that employee performance is one of the keys to determining the accomplishment of a company's objectives, employees who have high performance can work well and will produce satisfactory work results [2]. The more employees with superior performance, the company's efficiency will increase as a whole, so that the company can survive in global competition [3]. In assessing an employee's performance, indicators are needed that can provide an objective assessment of the employee's performance. Work quality, quantity, job execution, responsibility, cooperation, initiative, punctuality, effectiveness, and independence are all components of employee performance indicators, according to Tinambunan et al [4]. The author suspects that there are several factors that can affect employee performance such as work environment, workload and work motivation

PT Mahatma Agro is a company engaged in the trading or distribution products by means of agricultural and plantation. As a company engaged in the trade and distribution of agricultural and plantation products, customer satisfaction and providing quality services are its main objectives. To achieve all these goals, employee performance must be improved as much as possible. Among the things a leader can do to help employees perform better are to pay attention to their work environments, reduce some of their excessive workloads, and give them verbal and written encouragement.

Some the factor can influence the performance of PT. Mahatma Agro employee are work environment factors. The conditions or locations where workers work, which include all the facilities needed to create a positive work environment and encourage and support company operations [5]. A good and conducive work environment is needed to improve employee performance. Employees will provide optimal performance if they get a work environment that makes them comfortable such as a peaceful, good and conducive work environment. Conversely, employees will feel disturbed and uncomfortable if the work environment is not conducive. According to W Enny, physical and non-physical work environments are two categories to divide the work environment [6]. The physical work environment includes air circulation, lighting, cleanliness, and other facilities. Meanwhile, the non-physical work environment includes the relationship between employees and the relationship between employees and bosses. According to Ramadhani, indicators of the physical work environment consist of lighting, air temperature, air humidity, air circulation, odors, color in the workplace, cleanliness in the workplace, decoration in the workplace, sound in the workplace, and security in the workplace, while indicators of the non-physical work environment include relationships between employees and relationships between superiors and employee [7]. One of the factor that might boost worker productivity and eventually affect better worker performance is a good work environment. According to studies by Jasmine et al., employees' performance is significantly affected to their work environment [8]. Through the description of the problem above, the research hypothesis can be described as follows

Ha1: It is suspected that the work environment has an effect on the performance of employees

of PT Mahatma Agro

Workload also has an important role in the company and can affect the performance of company employees. According to Ihzardian & Suwitho, workload is a process carried out by a person or group to complete work within a predetermined period [9]. With this workload, employees are expected to improve their performance by completing all tasks quickly and accurately. However, if the workload received by employees is too heavy, it can lead to physical and mental fatigue and can reduce the quality of their performance. Conversely, if the workload is balanced, it can increase the efficiency and effectiveness of employee work and encourage employees to achieve predetermined targets. Agree with the opinion of Tinambunan et al. which states that by providing an effective workload, companies can find out the most effective workload that can be given to their employees and how it impacts company performance [4]. In accordance with Salsabiila & Hidayati's research which demonstrates that workload significantly and favourably affects employee performance [5]. Several indicators are needed to measure employee workload and provide an objective assessment of these employees. Indicators of workload according to Tinambunan et al include physical load, time load, mental load, working conditions, use of working time, targets to be achieved, and work environment [4]. Through the description of the problem above, the research hypothesis can be described as follows:

Ha2: It is suspected that workload has a significant effect on the performance of employees of PT Mahatma Agro

In addition to work environment and workload factors, work motivation factors can also influence employee performance. In accordance with Darmadi et al, work motivation is defined as the drive or desire that encourages someone to do their job wholeheartedly and successfully achieve company goals [10]. An employee who has high motivation will always do a good job and take it seriously, while an employee who has low or less motivation will show a decrease in performance from day to day. Motivated employees will make every effort to complete the tasks assigned, and will improve their work output [11]. Employees will be more active at work and improve their performance if these employees get the right motivation for their work, in accordance with Hasica et al research which demonstrates that work motivation significantly and favourably affects employee performance [12]. Indicators of work motivation that can provide objective assessments for employees according to Hasica et al, consist of the need for bodily needs, social needs, security needs, the need for recognition, and the desire for motivation to accomplish objectives [12]. Through the description of the problem above, the research hypothesis can be described as follows

Ha3: It is suspected that work motivation has a significant effect on the performance of employees of PT Mahatma Agro

Optimal employee performance does not only depend on the ability of individual employees, but can also be influenced by external and internal factors. A comfortable work environment and appropriate workload and high work motivation are important factors that can improve employee performance. An uncomfortable work environment can reduce employee performance. Providing an inappropriate workload will make employees feel bored and can reduce their performance. According to research by Aritonang et al., it is stated that the work environment, workload and work motivation have an influence on employee performance [13].

In addition, providing high work motivation can be a driver of employee enthusiasm to provide maximum performance. Through the description of the problem above, the research hypothesis can be described as follows

Ha4: It is suspected that the work environment, workload and work motivation simultaneously have a significant effect on the performance of PT Mahatma Agro employees.

1.1. Statement of Problem

Given the background and explanation, the problem formulation in this study is "Can Work Environment, Workload and Work Motivation affect the performance of PT Mahatma Agro employees either partially or simultaneously"?

1.2. Research Objectives

The goal of this study is to determine and examine if PT Mahatma Agro employees' performance is impacted, partially or concurrently, by their work environment, workload, and work motivation.

2. Method

The autors of this study employed quantitative research methods. Quantitative research is a kind of study where data is processed using statistics and the outcomes are expressed as numerical values [14].

The study was carried out at PT Mahatma Agro, which is situated in Sidokare Village, Rejoso District, Nganjuk Regency, East Java. This research was conducted from October to December 2024.

A total of 52 employees of PT Mahatma Agro became the population in this research. Saturated sampling is the sampling technique employed in this study. This means that every individual of the population are used in this research samples. The saturated sampling technique was used in this study because the population was relatively small or less than 100. However, there were 5 irrelevant questionnaires so the research sample consisted of 47 questionnaires.

In this study the authors distributed questionnaires to all employees of PT Mahatma Agro through google form media sent to the HR division to collect research data. Research indicators are used as a reference in making a list of questions in the questionnaire. To provide responses given in the survey, the authors used a Likert scale to analyse the data.

The author uses primary and secondary data types in this study. In this study, the authors used two types of data consisting of primary data obtained by researchers through the results of questionnaires that had been filled out by 47 respondents and secondary data obtained by the authors through the collection of articles, documents and journals from the internet that had a connection with the research topic.

A multiple linear regression analysis approach was used to analyse the research data. The Statistical Package for Social Science (SPSS) version 24.00 software application was used by researchers in processing research data.

3. **Results and Discussion**

Classical Assumption Test

Normality Test

To finding out if the independent variable (X) and dependent variable are regularly distributed is the goal of the normality test. Normality test data can be said to be normal if the points on the image spread and form a diagonal line [15]. Image 1 shows the normality test results.

Image 1. Normality Test

Data Processing, 2024
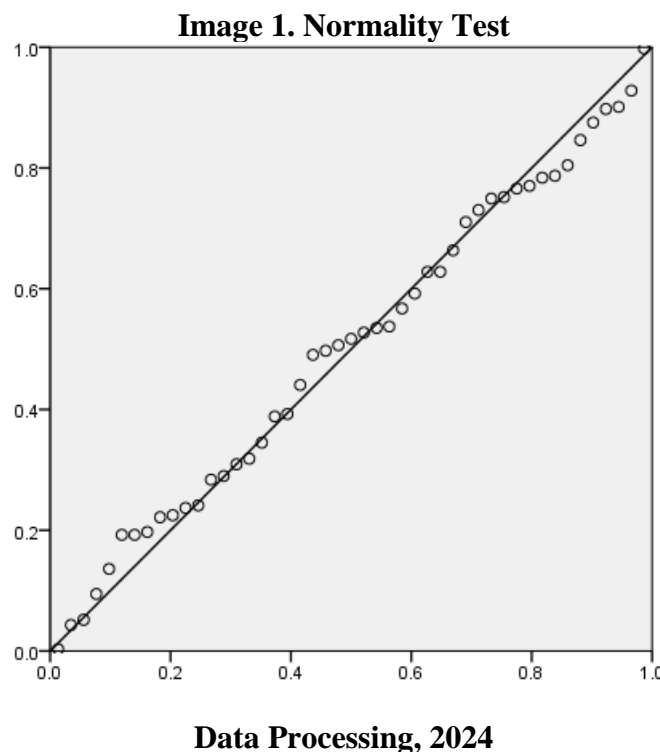
As can be seen in image 1 above, the residual data is normally distributed since the dots follow and spread uniformly around an diagonal line. So, it is stated the assumption of model normality is fulfilled in this analysis.

Multicollinearity Test

To determine whether or not there is a high correlation value between independent variables in a study, a multicollinearity test is carried out. Research data can be said not to occur multicollinearity if the tolerance value of the independent variable is above 0.1 and the VIF value is below 10 if otherwise it can be concluded that the data occurs multicollinearity [15]. Table 1 is the result of the multicollinearity test output of SPSS 24.00.

Table 1
Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF

|		
Work Environment	.384	2.606
Workload	.665	1.505
Work Motivation	.435	2.300

Data Processing, 2024

Table 1 indicates that all X variables (X1 work environment, X2 workload, and X3 work motivation) have VIF values less than 10 and tolerance scores more than 0,1. Therefore in this study there is no multicollinearity and the research model is feasible to use.

Heteroscedasticity Test

To ascertain whether there is a difference in residual variance between two observations, the heteroscedasticity test is utilised. If the dots form a wave-like pattern, narrowing, then narrowing, then this indicates heteroscedasticity has occurred, while if the pattern also around the Y axis, it is stated that there is no heteroscedasticity [15]. Image 2 shows the heteroscedasticity test results.

Image 2. Heteroscedasticity Test

Data Processing, 2024
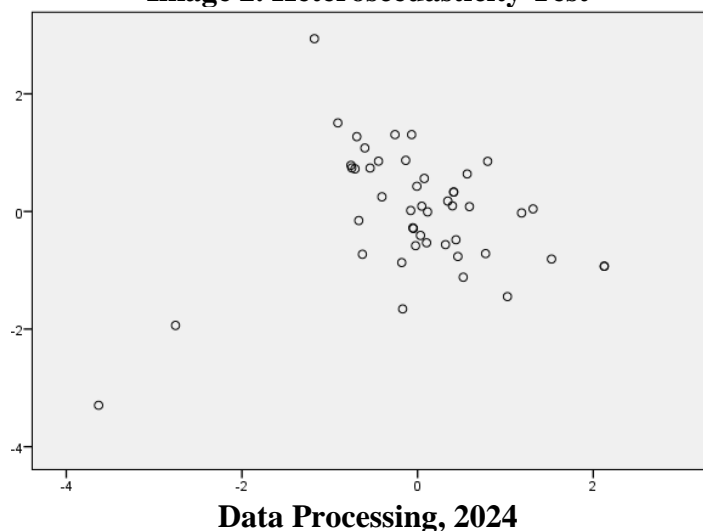
The heteroscedasticity assumption is satisfied in Image 2 since the points are dispersed uniformly and do not form a pattern. They are also either above or below zero. In other words, the regression model can be employed since heteroscedasticity does not exist in the regression equation model.

Multiple Liner Regression Analysis Test

To analyse research that uses two or more independent variables, multiple linear analysis techniques were used in this study. Testing of significant value and determining the degree to which the independent variable can influence the dependent variable are the goals of this analysis. Table 2 is the result of the multiple linier regresion analysis test output of SPSS 24.00

Table 2
Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	6.195	3.979	
	Work Environment	.268	.121	.304
	Workload	.627	.112	.585
	Work Motivation	.049	.134	.048

Data Processing, 2024

From Table 2, the results of multiple linear regression analysis are obtained as follows:

Employee Performance = 6,195 + 0,268 WE + 0,627 WL + 0,049 WM + e

The results of the multiple linear regression analysis above can be explained as: 1. The constant α value of 6,195 indicates that the employee performance value (Y) will stay at 6,195 and not change if the work environment variables (X1), workload (X2), and work motivation (X3) this all equal to zero (=0) or do not vary. 2. According to multiple linear regression results, the work environment coefficient (β1) is 0,268 and has a positive sign, meaning that improving the work environment will boost employee performance. 3. The multiple linear regression results indicated that the workload coefficient (β2) was 0.627 and positive, which indicates that if workload is reduced, employee performance will be improved. This means that as employee workload decreases, employee performance will increase. 4. The multiple linear regression results indicated that the work motivation coefficient (β3) is 0.049 and positive, meaning that if the company gives its employees the correct work motivation, it can increase their performance.

Model Feasibility Test

T-Test

To measure the effect of the independent variable on the dependent variable partially, the t test was carried out in this study. An independent variable can be said to partially affect the dependent variable if the T_{count} value is above the T_{table}, so that ha is accepted and h0 is rejected [15]. In this research, author used the level of significance was 5% (α = 0.05) with a total of 43 degrees of freedom obtained from the formula df=n-k-1, "n" is a total of research samples and "k" is a total of independent variables. And the results of the calculations show a t $_{table}$ value of 1,681. Table 3 is the result of the T test output of SPSS 24.00

Table 3
Hypothesis Test Results (t Test)

Variabe	t	Sig.	Description
(Constant)	1.557	.127	
Work Environment	2.210	.032	Significant
Workload	5.602	.000	Significant

Work Motivation	.369	.714	Not Significant

Data Processing, 2024

From Table 3 show, the T_{count} score for work environment variables (X1) of 2,210 is above the T_{table} score of 1,681. Thus, the work environment variable has a significant effect on employee performance, so that Ha is accepted and H0 is rejected. In the workload variable, it is known that the T_{count} score is 5,602 above the T_{table} score of 1,681. Thus, the workload variable has a signifikan effect on employee performance, so Ha is accepted and H0 is rejected. The Tcount score for work motivation variable is 0,369, is less than Ttable score of 1,681. Therefore, H0 is accepted and Ha is rejected, thus it can be said that employee performance is not significantly influenced by work motivation variables.

Coefficient of Determination Test (R^2)

The coefficient determination one test used in regression analysis to assess how effectively the regression model accounts for the variance in the dependant variable is called R^2. Additionally, models with varying numbers of independent variables can be compared using the coefficient of determination [15]. The total number of coefficient of determination score ranges from 1 to 0. The ability of the independent variables will be very limited to explain the dependent variable if the R2 value is very low. Table 4 is the result of the coefficient of determination test (R^2) output of SPSS 24.00.

Table 4

Results of the Coefficient of Determination (R2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830[a]	.689	.667	3.942

Data Processing, 2024

The Adjusted R Square value show the variable Environment work (X1), Workload (X2) and Work Motivation (X3) togheter have a influence on Employee Performance (Y) of 66.7%, or in other word more tthan half the change Employee Performance are influenced by the three variable. However the are still other variable that aeffect Employee Performane of 33.3%, that were not examined in this study.

F Test

To ascertain whether or not the independent variables (X) collectively (simultaneously) have an impact to dependent variable (Y), the F test was carried out in this study [15]. Table 5 is the result of the F test output of SPSS 24.00.

Table 5

Simultaneous Test Results (F Test)

ANOVA[a]						
	Model	*Sum Of Squares*	df	*Mean Square*	F	Sig.
1	*Regression*	1.477.029	3	492.343	31.689	.000[b]
	Residual	668.077	43	15.537		
	Total	2.145.106	46			

Data Processing, 2024

From table 5 show, if sig score of 0.00 is smaller than 0.05 and the f$_{count}$ value of 31.689 is greather than the f$_{tabel}$ with a value of 2.822, thus it can be said that H0 is rejected and Ha is accepted. This means that in this f test, the employee performance variable can be significantly influenced by the work environment, workload and work motivation variables simultaneously, so the regression model can be used for further analysis.

Discussion

Influence of Work Environment (X1) on Employee Performance (Y)

According to the data analysis results, the score T$_{count}$ on the work environment variable (X1) of 2.210 is greater Ttable 1.681, meaning that Ha1 is accepted. Therefore, it can be said that employee performance (Y) at PT Mahatma Agro is significantly impacted by partial work environment. This means that the performance of PT. Mahatma Agro employees will be maximized if their work environment is better and more adequate. This can happen because of good air circulation, cleanliness of a clean workplace, absence of noise in the workplace, and the establishment of a good relationship between employees and leaders, this will make the employee feel happier and more commmfortable in completing their job so that it will optimisme their produktivity. A work environment that is conducive and comfortable will make employees work optimally [8]. In addition, harmonious relationships between employees can trigger employees to increase their performance [16]. By providing a proper workplace employees will feel that the workers given by the company will be able to be completed optimally. [9].

The Influence of Workload (X2) on Employee Performance (Y)

According to the data analysis results the score of T$_{count}$ on the workload variable (X2) of 5,602 is greater than T$_{table}$ 1.681, meaning that Ha2 is accepted. Therefore, it can be said that employee performance (Y) at PT Mahatma Agro is significantly impacted by partial workload. So if the workload at PT Mahatma Agro decreases, employee performance will increase. If the workload indicators can be fulfilled optimally, it will trigger employees to improve their performance such as targets given to employees according to the limits of employee abilities, placement of work positions or positions in accordance with the employee's background, not providing additional work outside the predetermined time and reducing the provision of duplicate work that employees must complete simultaneously. Based on this, it shows that employee performance will be better if the workload is in accordance with their abilities. Employee performance will increase with the provision of effective workload from the company [17]. In addition, reducing the workload on employees will make employees feel more passionate about completing their responsibilities [4]. A workload that is not in accordance line with the capabilities of individual employees will cause employee performance

to be less than optimal or even decrease so it is necessary to provide an appropriate workload to employee performance efficiently [5].

The Influence of Work Motivation (X3) on Employee Performance (Y)

According to the data analysis results, the T_{count} score of the Work Motivation variable (X3) of 0,369 is lower than the T_{table} 1.681, so Ha3 is rejected. Therefore, it may be said that employees are not impacted by work motivation. So work motivation cannot improve employee performance at PT Mahatma Agro. This happens because the indicators of work motivation have not been fully met, for example, some employees feel that the rest area provided by the company is still not comfortable, the social security provided by the company is not sufficient for employees' living needs, the lack of rewards or awards for employees who excel at work and employees feel a lack of encouragement and motivation from superiors who make employees motivated to work better. Some of these factors can result in reduced performance. Based on some of these things, it can result in reduced employee motivation which in turn will make their performance decrease. Less appreciation in the form of praise or bonuses from superiors to their employees can result in low employee motivation at work [18]. Providing encouragement as a form of motivation is important to increase employee passion for work therefore can achieve the desired performance output of the company [19]. With the existence of work motivation, the employee has a high work enthusiasm it will encourage his enthusiasm to improve his performance [20]. To make employees more inspired and perform better, PT Mahatma Agro must give a feedback and work motivation to employees.

The Influence of Work Environment (X1), Workload (X2), and Work Motivation (X3) on Employee Performance (Y)

According to the data analysis results, Ha4 is approved since the sig score of 0.000 is smaller than 0.05 and the F_{count} score of 31,689 is more than F_{table} 2,822. Therefore, it can be said that the work environment variable (X1), workload (X2), and work motivation (X3) at PT Mahatma Agro have a significant influence for employee performance (Y) concurrently. This demonstrates that raising the standard of the working environment, managing the workload effectively, and offering appropriate job incentive will all enhance employee performance in general. A good and adequate work environment such as the formation of good relationships between employees and superiors can reduce the level of workload on employees so that employees will be more motivated which in turn will encourage employee enthusiasm to complete their duties and responsibilities. PT Mahatma Agro needs to continue to optimize and pay attention to these three factors to improve the performance of its employees and achieve success and company goals.

4. Conclusion

From the output of the analysis research show that partially the work environment variable (X1) and workload (X2) has a significantly impacted on the performance of PT Mahatma Agro emmployees. And the output of analysis on variable Work motivation (X3) partially have no significant impacted to performance of PT Mahatma Agro employees. According to the data analysis result the work environment variable (X1), workload (X2), and work motivation (X3) at PT Mahatma Agro have a substantial influence to employee performance (Y) at the same time. The Adjusted R Square value show the variable Environment work (X1), Workload (X2) and Work Motivation (X3) togheter have a influence on Employee Performance (Y) of 66.7%, or in other word more tthan half the change Employee Performance are influenced by the three variable. However the are still other variable that aeffect Employee Performane of 33.3%, that were not examined in this study.

This research can contribute and add to the literature by demonstrating how PT Mahatma Agro employees' performance is influence by their work environment, workload, and motivation. This demonstrates the significance of considering these three elements in order to have a deeper comprehension of the impact of the work environment, workload, and motivation on employee performance. The findings of this rsearch can provide insight and illustration for companies that make a positive and supportive work environment, providing a balanced workload, and providing appropriate and effective work motivation programs are the key to achieving company goals and improving employee performance.

This study's disadvantage is that it solely examineson three variables (work environment, workload, and work motivation) without considering other variables such as work experience, leadership style, or organizational culture that might affect employee performance. The second limitation lies in the use of research methods with questionnaires that have the potential for respondent bias such as dishonest answers not by the actual situation, and some employees do not fill out or collect questionnaire answers.

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