

The Influence of Work Environment and Workload on the Performance of Production Department Employees at CV. Tirto Agung Rejoso Pasuruan

Mufarrij Al Kahfi¹, Sulastrirbayuni²

Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia^{1,2}

Correspondence Authors: lastrimanajemen16@gmail.com

Article history: received July 12, 2024; revised August 14, 2024; accepted August 15, 2024

This article is licensed under a Creative Commons Attribution 4.0 International License



ABSTRACT

Using the CV research object, the purpose of this study is to elucidate how workload and work environment affect employee performance. Rejoso Tirto Agung Pasuruan A quantitative methodology is used in this study. Employees of CV made up the study's population. Rejoso Tirto Agung Pasuruan. Forty responders from CV's production division served as the study's sample in the meanwhile. Rejoso Tirto Agung Pasuruan. Using the SmartPLS program, all tests demonstrate that all tests receive scores higher than the required values, indicating that the test is deemed trustworthy. This study employs a quantitative research design, PLS analysis, and descriptive statistics for data analysis. The findings of the study indicate that the workload is unable to improve CV workers' performance. Tirto Agung Rejoso Pasuruan, however CV personnel' performance might be encouraged by their work environment. Pasuruan Tirto Agung Rejoso.

Keywords: Workload, Compensation, Employee Performance

INTRODUCTION

Employees are referred to as human resources, and they are vital to a business or organization. Employees are the main workforce in a company to perform the predetermined tasks to achieve common goals. The achievement of company goals is not solely due to the facilities provided to employees but is largely due to the quality and quantity of human resources themselves in completing their tasks effectively. Employees who meet the criteria and align with the company's vision and mission are certainly capable of carrying out and completing the tasks given to them. To determine whether employees are working well, companies typically evaluate the performance of each employee. High employee performance is beneficial for the company, whereas low employee performance negatively impacts the company, thus necessitating efforts to improve it. To enhance employee performance, companies conduct internal evaluations. Every organization strives to improve the quality of each employee, hoping that their performance will always be optimal (Sasanti & Irbayuni, 2022). Employee performance is the outcome attained by an individual in carrying out the responsibilities allocated to them in order to satisfy work goals. When workers perform well, they may work well and produce quality work. Employee performance is a crucial factor in determining the success of an institution or organization in achieving its goals. Thus, employee performance can affect the overall performance of the institution (Nabawi, 2019).

The accomplishment of individual or group work goals within a corporation or organization is known as employee performance. The amount and caliber of work allotted to workers within a given period or set of goals serves as a gauge for these work results. Targets not only include deadlines for completing tasks but also the quantity or number of tasks that must be completed within a given period. If employees do not meet the set targets, their performance is considered low or subpar (Mega Cahyono Putera & Sulastrirbayuni, 2023). Efforts to improve employee performance can be made by continuously paying attention to human resource management aspects such as considering the workload for employees and the work environment within the industry (Nayaka, 2022). According to Nabawi (2019), the work environment encompasses everything around

the workers, both physical and non-physical, that affects the tasks assigned. A conducive work environment will motivate and increase employees' enthusiasm, thereby enhancing job satisfaction. Workload is the quantity of work given by the company that must be completed by employees within a specific period. Workload is considered balanced if it matches the employees' capabilities. If unbalanced, it leads to physical fatigue among employees (Mega Cahyono Putera & Sulastrri Irbayuni, 2023).

This study focuses on CV. Tirta Agung Rejoso Pasuruan, a company engaged in the production of ice blocks. Established in 1988 in Pasuruan, East Java, CV. Tirta Agung Rejoso Pasuruan has a total of 55 employees, with 40 in production. The company produces ice blocks with a market that extends to fish traders, fishermen, SMEs, supermarkets, and more in the region. Tirta Agung Ice Factory Rejoso Pasuruan's production workers are vital to the business; meeting objectives requires them to execute at a high level. Currently, the company is experiencing performance issues, with employees not meeting targets. Many of the company's work tools are old and frequently break down, hindering the production process. Employees also complain of fatigue from prolonged production processes due to standing while operating machines and limited equipment capabilities. Lack of communication among production employees creates discomfort at work, indicating a non-conducive work environment that does not support performance improvement. The second indication relates to workload. Several employees at CV. Tirta Agung Rejoso Pasuruan stated that the production targets set by the company are too high and not in line with the employees' capabilities and the number of employees available. Employees complain about frequently malfunctioning production tools, which they must fix themselves, adding to their workload. Production employees often deliver ice orders to customers, increasing their workload. This workload pressure causes physical and psychological fatigue, leading to decreased productivity. Based on the background explanation above, the author is motivated to address this issue in a study titled "The Influence of Work Environment and Workload on the Performance of Production Department Employees at CV. Tirta Agung Rejoso Pasuruan"

Literature Review

Work Environment

As stated by Sunyoto in Nayaka (2022), the workplace is anything that is in close proximity to employees and has the potential to affect how well they perform their jobs. According to Nabawi (2019), the physical and non-physical elements of an employee's work environment have an impact on the tasks that are allotted to them. A conducive work environment will encourage and enhance employee enthusiasm, thereby achieving job satisfaction. The work environment consists of the workplace, the facilities available in the company, work tools, lighting, cleanliness, tranquility, and the relationships among employees within the company (Nayaka, 2022). Factors influencing employee performance include the work environment. Therefore, the company must provide a work environment with an adequate layout, such as a physical environment (comfortable office layout, clean surroundings, proper air exchange, room color scheme, adequate lighting) and a non-physical environment (vertical relationships among employees, horizontal relationships between employees and management, work atmosphere) (Evianah & Hartanti, 2020). From the above explanation, it can be concluded that the work environment encompasses everything in the company surrounding the employees, such as facilities and infrastructure, that can affect employee comfort in maximizing their performance at work to help the company achieve its goals.

H1: It is suspected that the work environment has a positive effect on the performance of the production department employees at CV. Tirta Agung Rejoso Pasuruan.

Workload

The amount of work assigned by the organization that staff members have to finish in a particular amount of time is known as the workload. If the workload is within the capacity of the workers, it is said to be balanced. If out of balance, it causes physical exhaustion in workers. According to Dhania (2010) in Paramita Dewi (2017), workload refers to the amount of work that employees or companies must complete within a certain timeframe. Excessive workload negatively impacts employees' condition, leading to physical or mental fatigue, evidenced by emotional reactions. On the other hand, too little workload can cause boredom among

employees, reducing their focus and interest in their tasks (Irawati and Carrollina, 2017). The indicators used in this study, according to Qoyyimah et al. (2020), are: working conditions, use of working time, and targets to be achieved.

H2: It is suspected that workload has a negative effect on the performance of the production department employees at CV. Tirta Agung Rejoso Pasuruan

Employee Performance

The outcome of an employee's principal tasks is their performance (Muhammad et al., 2016). Employee performance, as defined by Rivai (2008) in (A. Yulia, T. Bernhard, 2019), is the real behavior that each individual exhibits as work successes created by workers in accordance with their function in the firm. Performance is the amount or quality of work that employees are able to complete in accordance with the duties assigned to them in order to fulfill the obligations of the firm (Nayaka, 2022). According to the description given above, employee performance is the outcome of an individual's major tasks as assigned by their position within an organization. Employee achievement, whether in terms of quantity or quality, also influences employee performance. Robbins in Mangkunegara (2017) lists quality, quantity, timeliness, and effectiveness as the indications of employee performance.

METHOD

To measure the validity of the indicators, one method is to base it on the output table of outer loading, by looking at the magnitude of the factor loading values. Since in this model all indicators use reflective measures, the table used is the output of Outer Loadings as follows.

Table 1. Outer Loading

	LINGKUNGAN KERJA (X1)	BEBAN KERJA (X2)	KINERJA KARYAWAN (Y)
X1.1	0.733		
X1.2	0.756		
X1.3	0.743		
X1.4	0.707		
X2.1		0.721	
X2.2		0.826	
X2.3		0.879	
Y1.1			0.797
Y1.2			0.742
Y1.3			0.826
Y1.4			0.715

Source: Data Processed

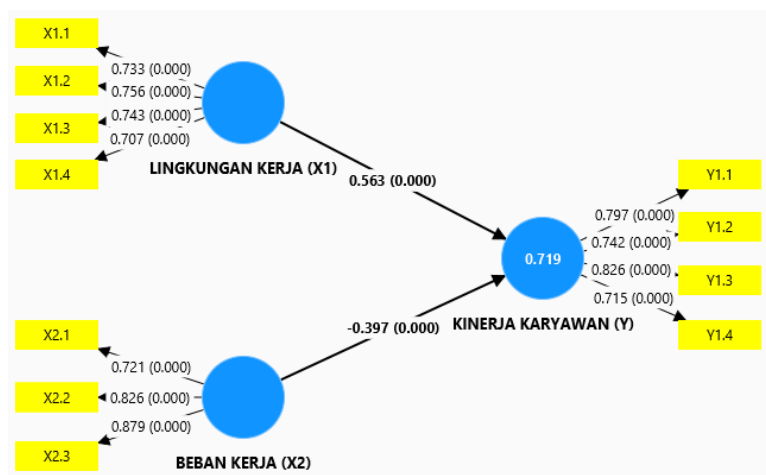
Factor loading is the correlation between the indicator and the variable. If it is greater than 0.5 and/or the p-values are significant, then the indicator is valid and is a measure of the variable. Based on the outer loading table above, the factor loading of all eleven indicators on the variables of work environment, workload, and employee performance have values greater than 0.5, thus meeting the criteria for convergent validity. Therefore, all these variable indicators can be stated to meet the criteria for convergent validity.

Table 2. R-Square

	R-SQUARE	R-SQUARE ADJUSTED
KINERJA KARYAWAN (Y)	0.719	0.704

Source: Data Processed

The R2 value is 0.719. This can be interpreted to mean that the model is able to explain 71.9% of the phenomenon/problem of Employee Performance. The remaining 28.1% is explained by other variables outside the research model or not included in the model and error. This means that Employee Performance is influenced by Workload and Work Environment by 71.9%, while the remaining 28.1% is influenced by variables other than Workload and Work Environment. Next, the path coefficients in the inner model can be examined.



Picture 1. Inner Model with the significance value of T-Statistic Bootstrapping

Table 3 Path Coefficients (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standar Deviation (STADEV)	P Values (P)
LINGKUNGAN KERJA (X1) -> KINERJA KARYAWAN (Y)	0.563	0.569	0.107	0.000
BEBAN KERJA (X2) -> KINERJA KARYAWAN (Y)	-0.397	-0.399	0.104	0.000

Source: Data Processed

Based on the results in the table, several points can be explained as follows:

H1: Work Environment has a Significant Positive Effect on Employee Performance, as indicated by a path coefficient value of 0.563, where the pvalue or significance is 0.000, which is less than the significance level $\alpha = 0.05$ (5%). Therefore, the first hypothesis is accepted.

H2: Workload has a Significant Negative Effect on Employee Performance, as indicated by a path coefficient

value of - 0.379, where the p-value or significance is 0.000, which is less than the significance level $\alpha = 0.05$ (5%). Therefore, the second hypothesis is accepted.

RESEARCH RESULTS AND DISCUSSION

The Influence of Workload on Employee Performance

Based on the data analysis that has been conducted, the results show that the Work Environment variable (X1) contributes to Employee Performance. The accepted hypothesis is in line with the facts on the ground that the work environment for employees in the production section of CV. Tirto Agung Rejoso Pasuruan is not conducive to improving employee performance. The work environment conditions, such as inadequate lighting considering that the production employees work during the early morning hours, poor air temperature in the production area, lack of harmonious relationships and cooperation among employees, and inadequate work facilities such as old and frequently broken tools and machines, are important factors in the decline of employee performance in the production section of CV. Tirto Agung Rejoso Pasuruan. Consequently, the production realization tends to decrease. The work environment affects employee performance in a direct manner, meaning that if the work environment variable is at a good level, employee performance will also increase. Conversely, if the work environment is at a poor level, employee performance will decline. A work environment characterized by good lighting, appropriate room temperature, good coworker relationships, and adequate work facilities can help employees complete their tasks optimally, thereby improving employee performance (Widanegara and Sukarno, 2022). The research results of Harjasa and Swasti (2022) state that a poor work environment negatively affects employee performance. This happens because employees cannot focus on their main tasks and are unable to meet high work targets with insufficient time.

The Influence of Workload on Employee Performance

Based on the data analysis that has been conducted, the results show that the Workload variable (X2) has a negative or inverse effect on Employee Performance. These results indicate that the first hypothesis, stating that workload negatively affects employee performance, is accepted. The accepted hypothesis aligns with the fact that the workload experienced by the production employees of CV. Tirto Agung Rejoso Pasuruan is at a high level, thereby reducing employee performance. The workload experienced by employees includes tasks that are not in line with their job descriptions, such as production employees frequently delivering orders to customers even though it is not their responsibility, insufficient time given by the company to meet targets, and high production targets that are beyond the employees' capabilities and not supported by adequate tools and facilities. These factors are significant contributors to the decline in the performance of the production employees at CV. Tirto Agung Rejoso Pasuruan. As a result, the production realization of ice blocks has never met the company's set production targets. Workload affects employee performance negatively, meaning that if the workload variable increases, employee performance will decrease. Conversely, if the workload is at a low level, employee performance will increase. Having many tasks and jobs assigned simultaneously can lead to employees completing their work less optimally (Rosida and Swasti, 2022). This occurs because employees cannot focus on their main tasks and are unable to meet high work targets within the given insufficient time. These research findings are supported by the study of Putera and Irbayuni (2023), which states that workload has a negative effect on employee performance.

CONCLUSIONS

The Work Environment is able to enhance the performance of the employees at CV. Tirto Agung Rejoso Pasuruan. This is because when an employee's work environment is good, the employee feels comfortable while working, leading to improved performance. The relationship among coworkers is very important for employees to feel comfortable at work. The Workload affects the performance of the employees at CV. Tirto Agung Rejoso Pasuruan negatively. When an employee's workload is high, the employee feels exhausted, and their performance declines. Employees feel that the targets they have to achieve are not in line with their current conditions, resulting in high workload and decreased performance. Based on the largest loading factor value for each variable, the following suggestions can be made: CV. Tirto Agung Rejoso

Pasuruan should periodically rotate team members and work shifts to create a friendly work environment through harmonious communication and cooperation among employees. Additionally, CV. Tirto Agung Rejoso Pasuruan should align targets with each employee's capabilities through discussions and agreements, which are also adjusted to their wages. This would reduce the employees' workload by setting targets that match their abilities, thereby improving the performance of the employees at CV. Tirto Agung Rejoso Pasuruan.

REFERENCES

- A. Yulia, T. Bernhard, T. R. N. (2019). Pengaruh Stres Kerja, Beban Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Fif Group Manado. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(3),2303–1174. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/23747>
- Evianah, & Hartanti, M. A. (2020). Motivasi Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Divisi Produksi. *Jurnal Manajemen Dan Bisnis*, 1, 15–22.
- Harjasa, F. Z. P., & Swasti, I. K. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Petrojaya Boral Plasterboard Gresik. *Jurnal Ilmu Manajemen dan Bisnis*, 13(2), 109-114.
- Muhammad, S. R., Adolfini, & Lumintang, G. (2016). Pengaruh Lingkungan Kerja, Kompensasi Dan Beban Kerja Terhadap Kinerja Karyawan Pada Dinas Pendapatan Daerah Kota Manado The Influence of Work Environment, Compensation and Workload on the Performance of Employees in Dipenda Manado. *Jurnal EMBA*, 4(1), 45–055.
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183. <https://doi.org/10.30596/maneggio.v2i2.3667>
- Nayaka, D. G. S. I. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja terhadap Kinerja Karyawan PT Wiharta Karya Agung Gresik. *Nature Methods*, 7(6), 2016. <https://doi.org/10.33087/ekonomis.v7i1.631>
- Putera, M. S & Irbayuni, S. (2023). The Effect of Workload and Compensation on Employee Performance in the Expedition Department of CV. Apta Solusindo in Sidoarjo. *International Journal of Economics (IJEC)*, 2(2), 321–328. <https://doi.org/10.55299/ijec.v2i2.527>
- Qoyyimah, M., Abrianto, T. H., & Chamidah, S. (2020). Pengaruh Beban Kerja, Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Bagian Produksi PT. INKA Multi Solusi Madiun. *ASSET: Jurnal Manajemen Dan Bisnis*, 2(1), 11–20. <https://doi.org/10.24269/asset.v2i1.2548>
- Rosida, N. F., & Swasti, I. K. (2022). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Kantor Pos Cabang Utama Kota Surabaya. *Jurnal Pendidikan Ekonomi (JURKAMI)*, 7(3), 285-294
- Sasanti, M. A., & Irbayuni, C. A. S. (2022). Pengaruh beban kerja dan K3 terhadap kinerja karyawan pada bagian produksi. *Jurnal Ekonomi, Manajemen Dan Akuntansi*, 3(3), 556–561. <https://doi.org/10.29264/jfor.v24i3.11307>
- Syafrillah, M. R., & Irbayuni, S. (2022). DAMPAK BEBAN KERJA DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DIVISI SDM DAN UMUM PT. SWABINA GATRA. *KARYA: Jurnal Pengabdian Kepada Masyarakat*, 2(2), 218-221.
- Widanegara, A., Sukarno G. (2022). Analisis Lingkungan Kerja dan Budaya Organisasi Tas dan Koper (INTAKO) Tanggulangin Sidoarjo, *Ekonomis: Journal of Economics*, Vol. 6, No 1.