

The Effect of Workload and Work Environment on Employee Performance at PT Citra Surya Jaya

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ABSTRACT

The decline in employee performance in the construction industry is predicted to continue to be a significant concern if internal company factors are not addressed immediately. High workloads and an unsupportive work environment are key issues that have the potential to reduce workforce productivity. This study aims to determine the effect of workload and work environment on employee performance at PT Citra Surya Jaya. This study used a quantitative approach with a cross-sectional design and involved 30 respondents using a total sampling technique. Data were collected using a standardized questionnaire and analyzed using multiple linear regression. The results showed that workload (p-value = 0.048 (<0.05)) and work environment (p-value = 0.000 (<0.05)) significantly influenced employee performance. Therefore, it is concluded that both variables are important factors in determining employee performance. Therefore, adjusting workload and improving the work environment require management attention in an effort to continuously improve employee performance.

I. Introduction

In the modern era, every organization requires different strategic advantages to achieve its objectives. These objectives can be attained by effectively utilizing available resources, particularly human resources. Human resources play a crucial role and exert a significant influence within an organization. In any well-functioning organization, human resources with high levels of knowledge and skills are essential to achieving organizational goals and improving employee performance.

High-performing employees are vital to an organization, as performance is one of the most important aspects to be considered. The availability of human resources within an organization should not only be maintained but their quality must also be continuously enhanced through deliberate efforts. Performance refers to work outcomes in terms of both quantity and quality, achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them (Mangkunegara, 2017).

One of the factors that can improve employee performance and therefore requires attention is the distribution of workload within an organization or company, including both physical and mental workload. To achieve optimal performance, it is important for organizations to pay close attention to the condition of their human resources, as the human body is designed to perform daily work activities within certain capacity limits (Mangkunegara, 2017). PT Citra Surya Jaya is a company engaged in the construction sector and the supply of building materials. In carrying out its operations, the company relies heavily on employee performance to ensure that work targets are achieved effectively. However, employees are required to work under high workloads and in work environments that are sometimes less supportive, which may affect their performance.

Excessive workload can lead to physical and mental fatigue, while an uncomfortable work environment can reduce motivation and productivity (Sedarmayanti, 2018). These conditions have the potential to result in declining performance and suboptimal work outcomes. Based on preliminary



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observations at PT Citra Surya Jaya, it was found that some employees experienced work pressure due to high workloads and less conducive work environments. Therefore, this study aims to examine the effect of workload and work environment on employee performance at PT Citra Surya Jaya.

II. Methods

This study employed a quantitative approach with a cross-sectional design. The study population consisted of all employees of PT Citra Surya Jaya, totaling 30 individuals, all of whom were included as the sample using a total sampling technique. Data were collected using standardized questionnaires that had been tested for validity and reliability. Data analysis was conducted using multiple linear regression analysis to examine the effect of workload and work environment on employee performance.

III. Results and Discussion

Table 1. Distribution of Respondent Characteristics and Study Variables

Variables	Frequency (n)	Percentage (%)
Gender		
Male	30	100,0
Female	0	0,0
Age		
21-30 years old	7	23,3
31-40 years old	19	63,3
41-50 years old	2	6,7
51-60 years old		
Education Level		
Senior High School	13	43,3
Diploma	8	26,7
Bachelor	9	30,0
Years of Working Experience		
1-3 years	17	56,7
4-6 years	13	43,3

Table 2. Cross-Tabulation Between Workload and Employee Performance

Workload	Employee Performance			Total
	Good	Fair	Poor	
Low	N 0	0	3	10
	% 0.0%	0.0%	10.0%	10.0%
Middle	N 0	0	5	5
	% 0.0%	0.0%	16.7%	16.7%
High	N 0	2	20	22
	% 0.0%	6.7%	66.7%	73.3%
Total	N 0	2	28	30
	% 0.0%	6.7%	93.3%	100%

Based on the table above, respondents with a high workload predominantly demonstrated poor employee performance, accounting for 20 respondents (66.7%).

Table 3. Cross-Tabulation Between Work Environment and Employee Performance

Work Environment	Employee Performance			Total
	Good	Fair	Poor	
Poor	N %	0 0.0%	0 0.0%	0 0.0%
				0 0.0%
Fair	N %	0 0.0%	2 6.7%	0 0.0%
				2 6.7%
Good	N %	0 0.0%	0 0.0%	28 93.3%
				28 93.3%
Total	N %	0 0.0%	2 6.7%	28 93.3%
				30 100.0%

Based on the table above, respondents who worked in a good work environment predominantly demonstrated poor employee performance, accounting for 28 respondents (93.3%).

Table 4. Analysis of Workload and Work Environment on Employee Performance

Variable	B Value	Coefficients Std. Error	Standardized Coefficients -Beta	t	p
Workload	-,068	,032	-,134	-2,088	,046
Work Environment	,808	,057	,910	14,201	,000

Based on Table 4, the workload variable had a p-value of 0.046 (< 0.05) with a negative regression coefficient, indicating that workload had a significant negative effect on employee performance. Meanwhile, the work environment variable had a p-value of 0.000 (< 0.05) with a positive regression coefficient, demonstrating that the work environment had a significant positive effect on employee performance.

The results of this study showed that the majority of employees at PT Citra Surya Jaya had a high workload (73.3%), while a smaller proportion experienced moderate (16.7%) and low workloads (10%). Most employees perceived their work environment as good (93.3%), including aspects of physical comfort, cleanliness, and harmonious working relationships. However, despite the positive assessment of the work environment, employee performance was predominantly categorized as poor (93.3%). These findings indicated that high workloads may have caused physical and mental fatigue, which in turn contributed to decreased performance even when the work environment was supportive.

These findings suggested that employee performance was influenced not only by workload and work environment, but also by other factors such as motivation, work-related stress, and job satisfaction. This interpretation was consistent with the theory proposed by Mangkunegara (2015), which explained that performance resulted from the interaction between individual ability and motivation. Therefore, companies needed to balance workload with employee capacity and to strengthen organizational support through enhanced motivation and stress management in order to maintain employee productivity despite high job demands.

The results of the study showed that workload had a significant and negative effect on employee performance at PT Citra Surya Jaya (p value = 0.046 < 0.05). This meant that the higher the workload assigned to employees, the more likely their performance declined. The negative regression coefficient (-0.068) indicated that excessive workload directly impacted reductions in productivity, efficiency, and work focus. These findings were consistent with Munandar's (2012) theory, which stated that workloads exceeding an individual's capacity could lead to physical fatigue and stress, ultimately decreasing performance. The results of Paramitadewi (2017) and Fransiska & Tupti (2020) also supported this finding, showing that high workload was negatively associated with employee performance across various industrial sectors.

At PT Citra Surya Jaya, high workload primarily occurred due to large volumes of work, tight deadlines, and frequent overtime to meet project targets. These conditions generated both physical and mental pressure, which affected employee motivation. Therefore, although workload was a normal aspect of the construction industry, company management needed to proportionally adjust workloads according

to individual capabilities and provide support, such as time management training and fair overtime arrangements. These efforts were expected to help maintain work-life balance, improve performance, and prevent productivity decline caused by excessive work pressure.

The results of the study showed that the work environment had a significant and positive effect on employee performance at PT Citra Surya Jaya (p value = $0.000 < 0.05$), with a regression coefficient of 0.808 and a Beta value of 0.910. This meant that the better the work environment perceived by employees, the higher their performance was. The large Beta value also indicated that the work environment was the most dominant factor influencing performance compared to other variables. Nevertheless, the majority of respondents with a good work environment still demonstrated low performance (93.3%), indicating that a comfortable work environment did not fully guarantee performance improvement if it was not accompanied by other supporting factors. These findings were consistent with Sedarmayanti's (2018) theory, which stated that the work environment encompasses both physical and non-physical aspects that can affect employee comfort, motivation, and productivity.

Most employees assessed that the working conditions at PT Citra Surya Jaya were fairly good in terms of lighting, cleanliness, and interpersonal relationships. However, this comfort was not accompanied by significant work results due to ongoing task pressure and a suboptimal reward system. These results were also supported by Sinta et al. (2022) and Mas Yogi Aslian (2019), who stated that a good work environment would positively impact performance if it was accompanied by supportive leadership, intrinsic motivation, and a fair work system. Therefore, the company needed to conduct a comprehensive evaluation of workload management, reward systems, and performance management so that work comfort could truly contribute to increased productivity and optimal performance achievement.

IV. Conclusion

The results of this study **showed** that workload and work environment had significant effects on employee performance at PT Citra Surya Jaya. Workload had a negative effect, meaning that the higher the workload assigned to employees, the more likely their performance **declined**. Conversely, the work environment had a positive effect and was the most dominant factor in enhancing employee performance. These findings **indicated** that a balance between proportional workload and a conducive work environment was crucial to supporting productivity.

Thus, improving employee performance **was** not sufficient through work environment improvement alone; it also **required** appropriate workload management according to individual capacity, provision of motivation, and adequate managerial support. Approaches focusing on employee well-being, stress management, and fair reward systems **were expected** to help achieve more optimal performance and support the sustainability of the company's productivity.

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