

## The Influence Of Workload And Working Environment On Employee Performance With Motivation As An Intervening In DM Baru 1 Pleret Bantul

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<p><b>Article Information:</b></p>	<p><i>Abstract</i></p>
<p><b>Keywords:</b>                  Workload                  Work Environment                  Employee Performance                  Motivation</p>	<p><i>The purpose of this research is to examine the influence of workload and environment work on performance and through motivation as an intervening variable on DM Baru 1 Pleret Bantul employee. The phenomenon in this research concerns performance employee at DM Baru 1 Pleret Bantul. The type of research carried out is quantitative or statistic research conducted to test hypothesis. Population in this research were all employee of DM Baru 1 Bantul. The technique saturated sampling or census taking is quantitative and is used to examine symptoms of group or individual behavior by distributing questionnaires. The analysis technique in this research uses SmartPLS 4.0 software. Result from research shows that Workload has a significant positive effect on Performance Employee. Work Environment has significant positive effect on Performance Employee. Workload has a significant positive effect on Performance Employee through Motivation as an intervening variable. The work Environment has a significant positive effect Performance Employee through Motivation as an intervening variable.</i></p>
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### INTRODUCTION

In order to improve the quality of a company, human resources are an important factor in a company or organization and are the key to a company’s success which influences business development and growth. According to Dessler (2015) human resources are the process of acquiring, training, assessing and compensating employee and for managing labor relations, health and safety and matters related to justice. In order to maintain the success and survival of an organization, it is necessary to manage resources well so that it can achieve optimal performance.

DM Baru 1 Pleret Bantul is a subsidiary of PT DM Baru Ritailindo Bantul which is located on Pleret, Bantul Regency, Special Region of Yogyakarta. PT DM Baru Retailindo is a business operating in the Shopping and Ritel sector with a as household goods complete staircase. The phenomenon that occurred in DM Baru 1 was that there were consumer complain related to quality of employee performance in the sales assistants and cashiers, such as employee who were not friendly, lacked politeness or did not respect consumers so they were not optimal in serving consumer.

One factor that influences performance is workload. Workload will have an impact on what workers feel due to theirs daily work activities. A workload that is too excessive will have a

negative impact on employees in general, namely causing fatigue both physically and mentally, while a workload that is too little will also cause boredom (Sunyoto,2012).

The work environment can also affect performance the work environment will have an important thing for employees to consider when working, where if the work environment is comfortable, safe and healthy, employees will carry out their duties optimally. According to Sutrisno (20119), the work environment is the entire work facilities and infrastructure around employees who are doing work, which has an influence on the implementation of work.

Apart from that, motivation variable can influence employee performance. According Rivai in Kadarisman (2013) states that motivation is a series of attitudes and value that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values are invisible things that provide the strength to encourage individuals to achieve their goals.

From this background, the purpose of this research is to determine and analyze: 1) the influence of workload on employee performance, 2) The influence of the work environment on employee performance, 3) The influence of workload on performance through motivation and 4) The influence of the work environment on performance through motivation.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Employee Performance**

According to Mangkunegara (2017) in Silas et.al., (2019) states that performance is the result of work terms of quality and quantity by achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, indicators according to Robbins in Dewi Permatasari & Hendri Herman (2022) are: 1) Quality 2) Quantity 3) Timeliness 4) Effectiveness 5) Independence 6) Work Commitment.

### **Workload**

According to Robbins (2008), the positive and negative workload is a matter of perception. Workload perception is a process by which individuals organize and interpret their sensory impressions to given meaning to their environment. Workload indicators according to Tarwaka (2011) in R. Tjiabrata et.al., (2017) are: 1) Time Load 2) Mental Pressure 3) Psychological Pressure Load.

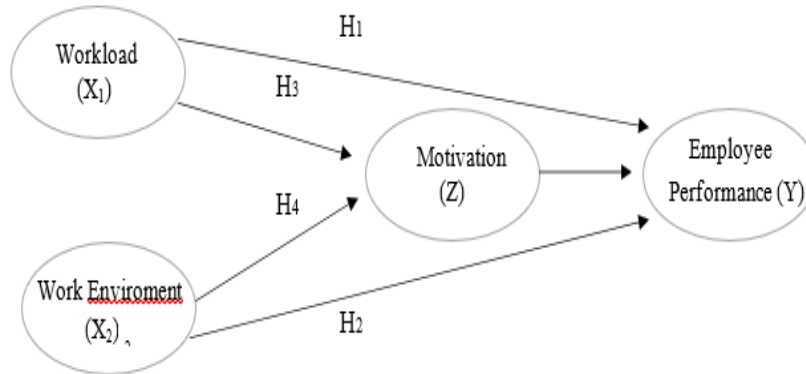
### **Work Environment**

According to Sedarmayanti (2017) states that the work environment is totality of tools and materials encountered, the surrounding work environment in which a person works, work methods, and work arrangements both as a individual and as a group. According to Sedarmayanti (2017), work environment indicators are physical environment: 1) Coloring 2) Cleanliness 3) Air Exchange 4) Lighting 5) Security. Non-physical environment: 1) Working Relationships Between Leaders and Subordinates 2) Working Relationship Between Colleagues.

### **Motivation**

According to Widodo (2015) in Agung & Astuti (2019) states that motivation is a certain psychological states in person that arises because of the urge to fulfill life. The indicators according to Maslow in Yulyanti & Saadatirohmi (2023) are: 1) Physiological Needs 2) Safety Needs 3) Social or Belonging Needs 4) Self-Esteem Needs 5) Self-Actualization

**Gambar 1 Conceptual Framework**



**Hypotesis**

- 1) H<sub>1</sub> : Workload has a significant negative direct effect on employee performance in DM Baru 1
- 2) H<sub>2</sub> : The work environment has a significant positive direct effect on employee performance in DM Baru 1
- 3) H<sub>3</sub> : Workload has an indirect effect on employee performance through motivation in DM Baru 1
- 4) H<sub>4</sub> : The work environment has an indirect effect on employee performance through motivation in DM Baru 1

**RESEARCH METHOD**

This type of research uses a quantitative approach, namely a scientific method in which the data is in the form of figures or numbers which can be processed and analyzed using mathematical or statistical calculations (Sekaran, 2017). This research uses data collection techniques with questionnaires and interviews. The sampling technique for this research was to use a census technique or a saturated sample of 36 employees at the grocery, food, toilet/soap, fashion and cashier counters.

**Validity Test**

- a. Convergent Validity

**Table 1 Outer Loading Result**

Variable	Items	Outer Loading	Information
Workload (X <sub>1</sub> )	X <sub>1.1.1</sub>	0,942	Valid
	X <sub>1.1.2</sub>	0,945	Valid
	X <sub>1.2.1</sub>	0,926	Valid
	X <sub>1.2.2</sub>	0,937	Valid
	X <sub>1.3.1</sub>	0,956	Valid
	X <sub>1.3.2</sub>	0,952	Valid

<b>Work Environment (X<sub>2</sub>)</b>	X <sub>2.1.1</sub>	0,939	Valid
	X <sub>2.1.2</sub>	0,895	Valid
	X <sub>2.2.1</sub>	0,904	Valid
	X <sub>2.2.2</sub>	0,866	Valid
	X <sub>2.3.1</sub>	0,917	Valid
	X <sub>2.4.1</sub>	0,879	Valid
	X <sub>2.4.2</sub>	0,917	Valid
	X <sub>2.5.1</sub>	0,915	Valid
	X <sub>2.5.2</sub>	0,939	Valid
	X <sub>2.6.1</sub>	0,924	Valid
	X <sub>2.6.2</sub>	0,926	Valid
	X <sub>2.6.3</sub>	0,939	Valid
	X <sub>2.7.1</sub>	0,925	Valid
	X <sub>2.7.2</sub>	0,949	Valid
<b>Employees Performance (Y)</b>	Y <sub>1.1.1</sub>	0,900	Valid
	Y <sub>1.1.2</sub>	0,955	Valid
	Y <sub>1.2.1</sub>	0,886	Valid
	Y <sub>1.2.2</sub>	0,928	Valid
	Y <sub>1.3.1</sub>	0,892	Valid
	Y <sub>1.3.2</sub>	0,917	Valid
	Y <sub>1.4.1</sub>	0,928	Valid
	Y <sub>1.4.2</sub>	0,942	Valid
	Y <sub>1.5.1</sub>	0,938	Valid
	Y <sub>1.5.2</sub>	0,916	Valid
	Y <sub>1.6.1</sub>	0,892	Valid
	Y <sub>1.6.2</sub>	0,921	Valid
<b>Motivation (Z)</b>	Z <sub>1.1.1</sub>	0,914	Valid
	Z <sub>1.1.2</sub>	0,916	Valid
	Z <sub>1.2.1</sub>	0,934	Valid
	Z <sub>1.2.2</sub>	0,939	Valid
	Z <sub>1.3.1</sub>	0,924	Valid
	Z <sub>1.3.2</sub>	0,928	Valid
	Z <sub>1.3.3</sub>	0,935	Valid
	Z <sub>1.4.1</sub>	0,945	Valid
	Z <sub>1.4.2</sub>	0,912	Valid
	Z <sub>1.4.3</sub>	0,919	Valid
	Z <sub>1.5.1</sub>	0,932	Valid
	Z <sub>1.5.2</sub>	0,921	Valid

Source: Primary data processed, 2024

It can be seen in the table that *the outer loading* shows that all constructs have a *loading factor value* > 0.7. Therefore, it can be concluded that all indicators or statement items from the workload, work environment, employee performance and motivation variables in this research are declared valid.

b. Discriminant Validity

Table 2 Cross Loading Result

Items	Workload (X <sub>1</sub> )	Work Environment (X <sub>2</sub> )	Employee Performance (Y)	Motivation (Z)
X <sub>1.1.1</sub>	<b>0.942</b>	0.898	0.927	0.924
X <sub>1.1.2</sub>	<b>0.945</b>	0.899	0.926	0.925
X <sub>1.2.1</sub>	<b>0.926</b>	0.922	0.925	0.910
X <sub>1.2.2</sub>	<b>0.937</b>	0.907	0.922	0.916
X <sub>1.2.3</sub>	<b>0.956</b>	0.897	0.940	0.916
X <sub>1.3.1</sub>	<b>0.952</b>	0.934	0.939	0.933
X <sub>2.1.1</sub>	0.887	<b>0.939</b>	0.909	0.918
X <sub>2.1.2</sub>	0.872	<b>0.895</b>	0.876	0.874
X <sub>2.2.1</sub>	0.865	<b>0.904</b>	0.888	0.898
X <sub>2.2.2</sub>	0.830	<b>0.866</b>	0.855	0.823
X <sub>2.3.1</sub>	0.893	<b>0.917</b>	0.906	0.907
X <sub>2.4.1</sub>	0.834	<b>0.879</b>	0.861	0.859
X <sub>2.4.2</sub>	0.880	<b>0.917</b>	0.882	0.878
X <sub>2.5.1</sub>	0.885	<b>0.915</b>	0.928	0.879
X <sub>2.5.2</sub>	0.916	<b>0.939</b>	0.914	0.916
X <sub>2.6.1</sub>	0.906	<b>0.924</b>	0.919	0.905
X <sub>2.6.2</sub>	0.901	<b>0.926</b>	0.916	0.904
X <sub>2.6.3</sub>	0.896	<b>0.939</b>	0.911	0.905
X <sub>2.7.1</sub>	0.898	<b>0.925</b>	0.926	0.925
X <sub>2.7.2</sub>	0.912	<b>0.949</b>	0.900	0.928
Y <sub>1.1.1</sub>	0.895	0.855	<b>0.955</b>	0.879
Y <sub>1.1.2</sub>	0.930	0.962	<b>0.886</b>	0.948
Y <sub>1.2.1</sub>	0.875	0.877	<b>0.928</b>	0.863
Y <sub>1.2.2</sub>	0.896	0.908	<b>0.892</b>	0.915
Y <sub>1.3.1</sub>	0.887	0.883	<b>0.917</b>	0.895
Y <sub>1.3.2</sub>	0.888	0.887	<b>0.928</b>	0.902
Y <sub>1.4.1</sub>	0.921	0.907	<b>0.942</b>	0.913

Y 1.4.2	0.928	0.920	<b>0.938</b>	0.925
Y 1.5.1	0.920	0.925	<b>0.916</b>	0.928
Y 1.5.2	0.896	0.910	<b>0.892</b>	0.902
Y 1.6.1	0,908	0,862	<b>0.921</b>	0,904
Y 1.6.2	0,917	0,899	<b>0,908</b>	0.905
Z 1.1.1	0,871	0,898	0.905	<b>0,914</b>
Z 1.1.2	0,917	0,885	0,919	<b>0,916</b>
Z 1.2.1	0,913	0,920	0.924	<b>0.934</b>
Z 1.2.2	0,932	0,911	0.921	<b>0.939</b>
Z 1.3.1	0.893	0.914	0.910	<b>0.924</b>
Z 1.3.2	0.886	0.886	0.928	<b>0.928</b>
Z 1.3.3	0.909	0.906	0.915	<b>0.935</b>
Z 1.4.1	0.909	0.914	0.923	<b>0.945</b>
Z 1.4.2	0.886	0.895	0.911	<b>0.912</b>
Z 1.4.3	0.898	0.900	0.909	<b>0.919</b>
Z 1.5.1	0.930	0.938	0.932	<b>0.932</b>
Z 1.5.2	0.909	0.880	0.906	<b>0.921</b>

Source: Primary data processed, 2024

According to Ghozali & Latan (2015) an indicator can be declared to meet discriminant validity if the cross loading factor of the indicator on the variable is the largest compared to other variables.

c. Average Variance Extracted (AVE)

**Table 3 Average Variance Extracted Result**

Variable	Average Variance Extracted (AVE)	Information
Workload	0.890	Valid
Work environment	0.841	Valid
Employee performance	0.843	Valid
Motivation	0.859	Valid

Source: Primary data processed, 2024

It can be seen that all variables have an AVE value  $>0.5$ . Therefore, it can be concluded that all variables are valid variables.

**Reliability Test**

a. Composite Reliability

**Table 4 Composite reliability Result**

Variable	Composite reliability	Information
Workload	0.975	Reliable
Work environment	0.986	Reliable
Employee performance	0.983	Reliable
Motivation	0.985	Reliable

Source: Primary data processed, 2024

It can be seen in the table that composite reliability for all variables is above >0.7. Therefore, it can be concluded that all variables have good reliability.

b. Cronbach's Alpha

**Table5 Cronbach's Alpha Result**

Variable	Cronbach's Alpha	Information
Workload	0.975	Reliable
Work environment	0.985	Reliable
Employee performance	0.983	Reliable
Motivation	0.985	Reliable

Source: Primary data processed, 2024

It can be seen in the table that Cronbach's alpha for all variables is above > 0,7. Therefore, it can be concluded that all variables have good reliability.

**RESULTS AND DISCUSSION**

**Results**

Based on the results of the characteristics of the respondents, the majority of employees are female, 29 people or 81%, the majority age is 20-25 years, 17 people or 47%, the majority have a high school level of education, 23 people or 64%, the majority of work placements are 12 cashiers or 33%, and the majority of work duration is 1-5 years as many as 27 people or 75%.

**Inner Model Test Results**

**Table 6 Direct Effect Results**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistics	P-Value
Workload → Employee performance	0.397	0.398	0.111	3,570	0,000
Work Environment → Employee Performance	0.245	0.242	0.113	2,165	0.030

Source: Primary data processed, 2024

**Information:**

Hypothesis test results 1 the influence of the Workload variable on employee performance is 0.397 with a significance value of  $3.570 > 1.66$  with a p-value of  $0.000 < 0.05$ . This means that the higher the workload, the more employee performance will be able to increase.

The results of hypothesis 2 testing, the influence of the Work Environment variable on Employee Performance is 0.245 with a significance value of  $2.165 > 1.66$  with a p-value of  $0.030 < 0.05$ . This means that the better the work environment, the better the employee's performance will be.

**Table 7 Results of Indirect Effects**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Statistic	P-Value
Workload → Motivation → Employee Performance	0.182	0.186	0.083	2,186	0.029
Work environment → Motivation → Employee Performance	0.176	0.176	0.050	3,550	0,000

Source: Primary data processed, 2024

**Information:**

The influence of the Workload variable on Employee Performance through Motivation, it is proven that workload has an indirect effect on employee performance through motivation as an intervening variable of 0.182 with a significance value of  $2.186 > 1.66$  and a p-value of  $0.029 < 0.05$ . This means that motivation can mediate workload on employee performance.

The influence of the Work Environment variable on Employee Performance through Motivation, it is proven that the work environment has an indirect effect on employee performance through motivation as an intervening variable of 0.176 with a significance value of  $3.550 > 1.66$  and a p-value of  $0.000 < 0.05$ . This means that motivation is able to mediate the work environment on employee performance.

**Discussion**

Workload directly has a positive and significant effect on employee performance (H1) Based on the results of hypothesis testing in the table, it shows that workload has a positive and significant effect of 0.397 on employee performance at DM Baru 1 Pleret Bantul, with a t-statistic value of 3.570 and a significance level of 0.000. The coefficient of the direction of the relationship is positive, which means that the high workload faced by employees such as additional working time, repetition of tasks carried out, and so on does not cause employee performance to decrease, even if seen from the results of the analysis the level of employee performance is quite satisfactory or very high.

The work environment directly has a positive and significant effect on employee performance (H<sub>2</sub>). Based on the results of hypothesis testing in the table, it shows that the work



environment has a positive and significant effect of 0.245 on employee performance at DM Baru 1 Pleret Bantul, with a t-statistic value of 2.165 and with the significance level is 0.030, which means that the better the work environment, the better the employee's performance will be. The directional coefficient of the relationship is positive, meaning that if the work environment is good it will increase employee performance, conversely if the work environment is getting worse it will reduce employee performance.

Workload has a significant effect on employee performance through motivation as an intervening variable ( $H_3$ ). Based on the results of hypothesis testing in the table, it shows that workload has a positive and significant effect through motivation of 0.182 on employee performance at DM Baru 1 Pleret Bantul, with a t-statistic value of 2.186 and a significance level of 0.029, which means it increases the workload faced by employees New DM 1 Pleret Bantul will improve employee performance through increasing motivation felt by employees,

The work environment has a significant effect on employee performance through motivation as an intervening variable ( $H_4$ ). Based on the results of hypothesis testing in Table 4.10, it shows that the work environment has a positive and significant effect of 0.176 on employee performance through motivation at DM Baru 1 Pleret Bantul, with a t-statistic value of 3.550 and a significance level of 0.000. Which means that motivation indirectly influences the work environment on performance. A better work environment will improve employee performance through motivation and can have a positive influence.

## CONCLUSION

Workload has a significant positive effect on employee performance at DM Baru 1 Pleret Bantul. The work environment has a significant positive effect on employee performance at DM Baru 1 Pleret Bantul. Motivation is able to mediate the influence of workload on employee performance at DM Baru 1 Pleret Bantul. Motivation is able to mediate the influence of the work environment on employee performance at DM Baru 1 Pleret Bantul.

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