



THE INFLUENCE OF WORKLOAD AND WORK ENVIRONMENT ON THE PERFORMANCE OF EMPLOYEES AGENCY OF REGIONAL PERSONNEL AGENCY (BKD) DISTRICT PATEN LOMBOK BARAT

Nedyasafitri Utami*¹, Zainal Abidin², Rahman Dayani³, Mukmin Suryatni⁴

^{1,2,3}Fakultas Ekonomi dan Bisnis, Universitas Mataram, Indonesia

DOI: 10.58330/jmarks.v2i1.145

Accepted: 01 December 2022. Approved: 30 April 2023. Published: 08 may 2023.

ABSTRACT

This study is entitled Effect of Workload and Work Environment on Employee Performance at the Regional Civil Service Agency (BKD) of West Lombok Regency. The purpose of this study was to determine the effect of workload and work environment on employee performance at the Regional Personnel Agency (BKD) Office of West Lombok Regency. The type of research used is causal associative research with a quantitative approach technique. The data collection method is through the census method using primary data collected directly from respondents through a questionnaire. The respondents used in this study were all BKD employees of West Lombok Regency, totaling 50 employees. The data analysis tool used in this study was multiple linear regression analysis using the SPSS version 21 program. The results showed that: (1) Workload has a negative and significant effect on employee performance. (2) Work environment has a positive and significant effect on employee performance. (3) The work environment has a dominant effect on employee performance.

Research Paper

J-MARKS (Jurnal Manajemen Risiko dan Keuangan Syariah)

Keywords: Workload, Work Environment, Employee Performance.

INTRODUCTION

The role of human resources (HR) in government institutions or companies is the main key that plays an important function in achieving the goals that have been set. Government agencies and companies must be able to manage human resources in such a way that the work of their employees is in line with the wishes of the agency to achieve good performance results.

Employee performance can be defined as the result of work in quality and quantity that has been achieved by an employee or employees in carrying out their duties in accordance with the responsibilities that have been given to them (Mangkunegara, 2001). Factors that can affect employee performance can be categorized into two types of factors, namely: intrinsic factors and extrinsic factors.

Intrinsic factors are factors that come from the employees themselves. Meanwhile, extrinsic factors are factors that come from outside the employee, including workload and work environment (Mangkuprawira and Hubeis, 2007).

One of the factors that affect employee performance is workload. According to Koesomowidjojo (2017), said that workload is all forms of work given to human resources to be completed within a certain period. The number of tasks and responsibilities given to an employee can cause problems if they are not in accordance with their functions and responsibilities, because employees have less time to complete more tasks. If this happens, it will have an impact on the performance of the employee itself. One of the causes of decreased performance from workloads is the need to

* Correspondence Address

E-mail: nedyasafitriutami@gmail.com

take on two or more tasks that must be done simultaneously.

Several studies also prove workload can affect employee performance, such as research conducted by [Asriani \(2018\)](#), [Riny Chandra \(2017\)](#) and research conducted by [Putra and Purwaningrat \(2021\)](#) showing the same result that workload has a negative and significant effect on performance employee. Employee performance in a government agency can also be influenced by work environment factors. The work environment is the main cause that can trigger employees to work optimally. In the opinion of [Nitisemito \(2002\)](#), which states that the work environment is everything that exists around workers who can influence themselves in carrying out the tasks assigned.

Several studies also strengthen and prove that the work environment influences employee performance, namely research conducted by [Musa and Surijadi \(2020\)](#), [Asriani](#), showed the same results that the work environment has positive and significant influence on employees. This is because the work environment can affect employee performance because a good sense of comfort and security at the agency can increase employee motivation in carrying out their work. An uncondusive work environment will make employees fall sick easily, get stressed easily, have difficulty concentrating and decrease work productivity.

One government agency that needs to pay attention to the workload and work environment of employees is the Regional Civil Service Agency (BKD). The Regional Civil Service Agency (BKD) is a regional apparatus directly under and responsible to the Regent. BKD has the function of perfecting, maintaining, and developing administration in the field of personnel so that the smooth running of the management of Civil Servants in West Lombok Regency is achieved. The Regional Personnel Agency (BKD) has the task of compiling personnel policies in its working area, besides that the BKD also has other duties related to staffing including employee recruitment and recruitment.

Based on the results of temporary observations conducted by researchers with several BKD employees of West Lombok

Regency that employees have excessive workload because they get additional assignments and work that should not be their job and additional tasks given by superiors are not directly related to ASN positions and main tasks concerned. However, because it is an order from their superiors, they must carry it out even though it becomes an additional workload for them so that it will affect the result of performance on average.

The work environment at the West Lombok Regency Regional Personnel Agency (BKD) that researchers observed is still quite good and comfortable for employees, the rooms are clean and tidy so that they will make employees feel comfortable while working. However, the air circulation in the West Lombok Regency BKD Office is still said to be poor because the air conditioning machine is not functioning optimally. The physical work environment at the West Lombok Regency Regional Personnel Agency (BKD) office that the researchers observed was still mixed with one another and there was insulation in each room according to the field. This is because the building used by the West Lombok District BKD is currently a temporary building and the actual building is still under renovation so there is insulation in each room.

Based on the above phenomenon, the workload and work environment at the Regional Personnel Agency (BKD) Office of West Lombok Regency are still said to be unfavorable due to non-optimal employee performance, problems with work environment design, workload, and control over the implementation of human resource management. Therefore, the head of the Regional Personnel Agency (BKD) of West Lombok Regency, to be able to improve the performance of his employees, needs to make observations on the work given to his employees in accordance with his position and duties and the tasks given do not exceed the limits that should be.

LITERATURE REVIEW

The performance of employees is a crucial factor in determining the success of an organization. Various factors, such as workload and work environment, can affect employee performance. This literature review

aims to examine the influence of workload and work environment on the performance of employees in the Agency of Regional Personnel Agency (BKD) District Paten Lombok Barat.

Workload and Employee Performance: Workload is defined as the amount of work assigned to an employee in each period. Several studies have found that workload has a significant impact on employee performance. A study by Siti et al. (2018) found that workload has a negative impact on employee performance, as it can lead to stress and burnout. Another study by Faturochman et al. (2019) found that workload has a significant impact on the quality of work and productivity of employees. Therefore, it is crucial for organizations to manage workload effectively to enhance employee performance.

Work Environment and Employee Performance: The work environment refers to the physical, social, and psychological conditions in which employees work. A conducive work environment can enhance employee performance, while a hostile work environment can negatively impact it. A study found that a good work environment positively influences employee performance. The study suggests that a good work environment includes factors such as adequate lighting, ventilation, and ergonomic workstations. A study by Alatawi and Alsolami (2020) also found that work environment significantly affects employee performance, and there is a positive relationship between a good work environment and employee productivity.

Workload and Work Environment Interaction

Several studies have examined the interaction between workload and work environment on employee performance. A study by Azizah et al. (2019) found that workload and work environment have a significant impact on employee performance, and the interaction between them affects employee performance significantly. The study suggests that a good work environment can buffer the negative impact of workload on employee performance. Another study by Reddy and Amalu (2019) found that the interaction between workload and work

environment significantly affects employee performance, and a good work environment can moderate the negative impact of workload on employee performance.

The literature suggests that workload and work environment are critical factors that affect employee performance. The studies reviewed in this literature review indicate that managing workload and providing a conducive work environment can enhance employee performance. The interaction between workload and work environment also plays a significant role in determining employee performance. Therefore, organizations should ensure that workload is managed effectively and provide a conducive work environment to enhance employee performance.

METHOD

In this study, this research method is a quantitative research method with the type of research used in this research is causal associative research. This research was conducted at the Regional Personnel Agency (BKD) Office of West Lombok Regency, Jln. Soekarno Hatta, Giri Menang Gerung, West Lombok Regency, West Nusa Tenggara. The data collection method used is the census method. Methods of data analysis using multiple linear analysis. Data collection techniques used are questionnaires, interviews and documentation. The data collection tools used were questionnaires, smartphones and flash drives.

The population of this study were all employees of the Regional Personnel Agency (BKD) of West Lombok Regency, totaling 50 employees. The sampling technique in this study used a saturated sampling technique. Data obtained by distributing 36 questionnaires to respondents. Each variable studied can be measured using a score that refers to a Likert scale of 1-5. The research instrument was tested for its validity and reliability. The data were then analyzed using the moderation regression test.

RESULTS AND DISCUSSION

A general description of the company

The office of the Regional Civil Service Agency for West Lombok Regency is located

at Jalan Soekarno Hatta, Giri Menang Gerung, West Lombok Regency, West Nusa Tenggara. The general description of the West Lombok District Civil Service Agency (BKD) is based on Regional Regulation Number 10 of 2016 concerning the Formation and Composition of West Lombok Regency Regional Apparatuses and West Lombok District Head Regulation Number 81 of 2016 regarding Details of Duties, Functions and Work Procedures of the Regional Civil Service Agency and West Lombok District Human Resource Development. The West Lombok Regency Regional Personnel and Human Resource Development Agency has the main task of carrying out the preparation and

implementation of regional policies that are specific in the field of staffing, so the institution of the West Lombok Regency Regional Personnel Agency and Human Resource Development is a supporting element for the Regional Head's duties.

Characteristics of Respondents

Characteristics of respondents is one aspect of research to determine the condition of respondents. Characteristics of respondents in this study include gender, age of last education and years of service. These characteristics are presented in the following table:

Table 1. Characteristics of Respondents by Gender

Age	Frequency	Percent	Valid Percent	Cumulative percent
30-39 Years	19	38,0	38,0	38,0
40-49 Years	22	44,0	44,0	82,0
50-60 Years	9	18,0	18,0	100,0

Based on the results of 50 respondents, it showed that 22 respondents aged 40-49 years (44.0%), 19 respondents aged 30-39 years (38%), 9 respondents 50-60 years (18%).

It can be seen that most of the employees at the Regional Personnel Agency (Bkd) Office of West Lombok Regency are mostly aged 40 - 49 years with a percentage of 44.0%.

Table 2. Characteristics of Respondents by Gender

Gender	Number of (people)	Percentage (%)
Man	33	66,0
Woman	17	34,0
Total	50	100,0

Based on the results of 50 respondents, it showed that there were 33 male respondents (66.0%), while 17 female respondents (34.0%). Employees at the Regional Civil Service Agency (BKD) Office Lombok Barat District

The majority of respondents to this study were male with a percentage of 66.0%. This is because in terms of completing work, male employees can be said to be more competent and have more capacity because of the type of work that has a high risk.

Table 3 Characteristics of Respondents Based on Education

Education	Frequency	Percent	Valid Percent	Cumulative Percent
SLTA	14	28,0	28,0	28,0
D3	11	22,0	22,0	50,0
S1	24	48,0	48,0	98,0
S2	1	2,0	2,0	100,0

Based on the results of 50 respondents, it showed that there were 24 respondents with undergraduate education (48.0%), 11 respondents with D3 education (22.0%), 14

respondents with high school/equivalent education (28.0%)., and 1 person (2.0%) had a master's degree. The employees at the Lombok Barat Regency Regional Personnel Agency

(BKD) Office are mostly dominated by employees with bachelor's degree with a percentage of 48.0%.

Validity Test Results

Based on the results of the calculation of the validity test of Financial Compensation (X1), Work Environment (X2), Occupational Health and Safety (X3), Performance (Y) - the items are as follows:

Table 4. Workload Validity Test Results

No	Workload Variable (X1)	Rcount	Rtable	Conclusion
1.	X1.1	0,624	0,2787	VALID
2.	X1.2	0,521	0,2787	VALID
3.	X1.3	0,563	0,2787	VALID
4.	X1.4	0,808	0,2787	VALID
5.	X1.5	0,783	0,2787	VALID
6.	X1.6	0,801	0,2787	VALID
7.	X1.7	0,844	0,2787	VALID
8.	X1.8	0,792	0,2787	VALID
9.	X1.9	0,731	0,2787	VALID

Table 5. Work Environment Validity Test Results

No	Work Environment Variables (X2)	Rcount	Rtable	Conclusion
1.	X2.1	0,577	0,2787	VALID
2.	X2.2	0,663	0,2787	VALID
3.	X2.3	0,640	0,2787	VALID
4.	X2.4	0,722	0,2787	VALID
5.	X2.5	0,709	0,2787	VALID
6.	X2.6	0,709	0,2787	VALID
7.	X2.7	0,765	0,2787	VALID
8.	X2.8	0,766	0,2787	VALID
9.	X2.9	0,633	0,2787	VALID

Table 6. Performance Validity Test Results

No	Performance Variable (Y)	Rcount	Rtable	Conclusion
1.	Y1	0,456	0,2787	VALID
2.	Y2	0,759	0,2787	VALID
3.	Y3	0,700	0,2787	VALID
4.	Y4	0,807	0,2787	VALID
5.	Y5	0,794	0,2787	VALID
6.	Y6	0,698	0,2787	VALID
7.	Y7	0,548	0,2787	VALID
8.	Y8	0,663	0,2787	VALID
9.	Y9	0,728	0,2787	VALID
10.	Y10	0,768	0,2787	VALID
11.	Y11	0,670	0,2787	VALID
12.	Y12	0,823	0,2787	VALID
13.	Y13	0,755	0,2787	VALID
14.	Y14	0,695	0,2787	VALID
15.	Y15	0,725	0,2787	VALID
16.	Y16	0,646	0,2787	VALID

17	Y17	0,817	0,2787	VALID
18	Y18	0,605	0,2787	VALID

Based on table 4 above, it shows that from the results of the analysis (test) of the question items using the validity test that all question items in the workload, work environment, and performance variable questionnaire are valid. This can be seen from the comparison between the values (rcount) and (rtable). And from all the results of the validity test that (rcount) the question item is greater than (rtable), namely 0.2787. So, in conclusion the validity test for workload variables (X1), work environment (X2) and performance (Y) is valid.

Reliability test results

According to Sugiyono (2018) a reliability test is an instrument which, when used several times to measure the same object, will produce consistent data. A variable is said to be reliable or reliable if the answers to questions are always consistent. Reliability testing is carried out on question items that are included in the valid category. The questionnaire is said to assume if the reliability coefficient is positive and greater than 0.60. Following are the results of the research test in this study as follows:

Table 7. Reliability Test Results

No.	Variable	Nilai Alpha	Value Standard	Information
1.	Employee Performance (Y)	0,938	0,60	Reliable
2.	Workload (X1)	0,885	0,60	Reliable
3.	Work Environment (X2)	0,851	0,60	Reliable

Based on table 7 above it can be seen that all variables have an alpha value of more than 0.6. This shows that the instrument used in this study is reliable.

Normality Test Results

The normality test in this study was carried out to determine whether the data of the variables studied were normal or not. Good data should have a normal distribution. In this study the normality test was carried out

using the one sample Kolmogorov-Smirnov test by setting a degree of confidence (α) of 5%. The requirement of the normality test is if the Asymp.Sig value. (2-tailed) > 0.05 then the data is normal, whereas if the Asymp.Sig. (2-tailed) < 0.05, the data is not normally distributed. Based on the results of the normality test on the data used in this study through the SPSS program, the following results were obtained.

Table 8. Kolmogorov-Smirnov Normality Test Results

	Unstandardized Residual
Asymp. Sig. (2-tailed)	0.179

From the table above, the normality test results show that the asymp sig (2-tailed) value is 0.179, this means that the data in this study is normally distributed because the data requirements are normally distributed, that if the asymp sig (2-tailed) the magnitude of the alpha level used is equal to 0.05 (5%) so that the conclusion is that the data in this study are normally distributed.

Multicollinearity Test Results

The multicollinearity test aims to test whether there is a regression model found

between the independent variables. A good regression model should not have a correlation between the independent (free) variables. One of the tools to detect the presence or absence of multicollinearity in the regression model is to look at the tolerance value and its opposite as well as the Variance Inflation Factor (VIF) value. The cut off value that is commonly used to indicate the presence of multicollinearity is a tolerance value of 10.

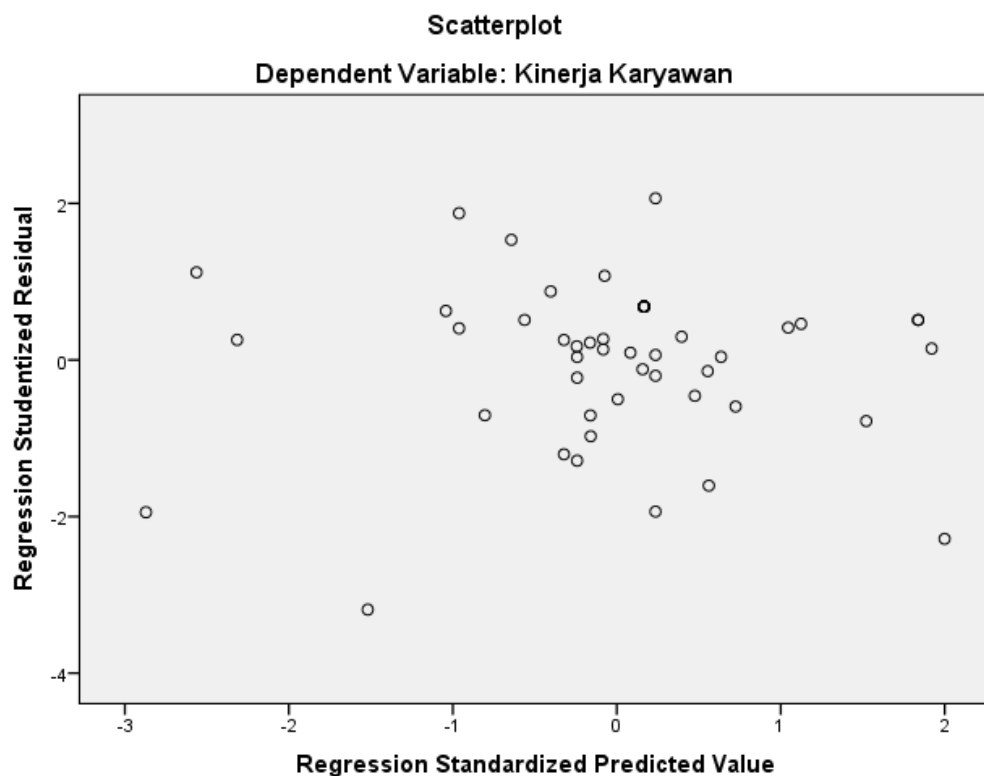
Table 9. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)	-	-
	Workload (X1)	0.773	1,294
	Work Environment (X2)	0.773	1,294

Based on indications of the occurrence of multicollinearity, if the VIF limit is <10 and tolerance is > 0.10 , multicollinearity occurs. From the analysis above, all the independent variables have successfully escaped the multicollinearity problem.

Heteroscedasticity Test Results

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance and residuals or observations to other observations, it is called homoscedasticity and if it is different, it is called heteroscedasticity. The method used to test heteroscedasticity is scatterplot.

**Figure 1. Heteroscedasticity Test Results**

Based on the scatterplot graph, it shows that the data is scattered, there is no clear pattern in the distribution of the data. This means that there is no heteroscedasticity in the regression equation model, so that the regression model is feasible to use to predict employee performance based on the influencing variables, namely financial compensation, work environment, occupational health and safety.

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis was used to find out whether the dependent variable Workload and Work Environment have an influence on the Employee Performance variable at the West Lombok District Civil Service Office. The results of regression testing are as follows:

Table 10. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.299	0.488	-	2.662	0.011
	Workload	-0.321	0.108	-0.339	-2.987	0.004
	Work environment	0.956	0.132	0.826	7.268	0.000

The equation for multiple linear regression analysis is expressed in the following formula:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 1,299 - 0,321X_1 + 0,956 X_2 + e$$

Based on Table 4.15, the known regression equation is $\alpha = \text{constant}$ (1.299); $\beta_1 =$ regression coefficient financial compensation (-0.321); $\beta_2 =$ work environment regression coefficient (0.956); $e =$ standard error.

The results of the multiple linear regression equation above, can be interpreted as follows.

1. Constant coefficient value (a)

Based on the multiple linear regression equation, a constant value (a) of 1.299 can be obtained where the employee performance variable has not been influenced by other variables, namely workload variables (X1) and work environment (X2).

2. Beta coefficient value 1 (b_1) = -0.321

Based on the multiple linear regression equation, it is obtained that the workload variable (X1) has a negative influence on employee performance variables, which means that if the workload variable increases by one point, the average value of the employee performance variable will decrease by the value of the coefficient, which is equal to - 0.321, assuming that the value of other variables, namely the work environment variable, does not change or is constant (constant).

3. The value of the coefficient beta 2 (b_2) = 0.956

Based on the multiple linear regression equation, it is obtained that the Work Environment variable (X2) has a positive influence of 0.956, which means that each increase in the work environment variable

unit will affect employee performance by 0.956, assuming other variables, namely the workload variable, do not change or remain constant (constant).

Test Results t

The t test was carried out aiming to see the significance of the effect of each variable between workload variables (X1) and work environment (X2) on employee performance. Following are the results of calculating t count and the level of significance of each variable X to variable Y in this study. Based on the test results contained in table 7 above, there are t (tcount) and Sig values for each independent variable that will be used to make decisions in the t (partial) test. By using 95% confidence then $\alpha = 5\%$, where df (degree of freedom) = 250 ($n-k$) = 0.025; (50-1 = 49) where n is the total number of respondents and k is the number of variables, so that ttable (0.025; 49) is obtained which is equal to 2.010.

1. The Workload variable has a calculated t value that is smaller than t table, namely $-2.987 < t \text{ table } 2.010$ and a sig value of $0.004 < 0.05$. This shows that H_0 is rejected and H_1 is accepted, which means that workload has a negative and significant effect on employee performance at the Regional Personnel Agency (BKD) Office of West Lombok Regency.

2. The work environment variable has a calculated t value that is greater than t table, namely $7.268 > t \text{ table } 2.010$. This shows that H_0 is rejected and H_2 is accepted, which means that the work environment has a positive and significant influence on employee performance at the Regional Personnel Agency (BKD) Office of West Lombok Regency.

Determination Coefficient Test Results

The coefficient of determination (R^2) is needed to find out how much influence X has

on Y. The value of the coefficient of determination (R²) can be seen in the Model

Summary output from the analysis results as follows:

Table 11. Test of the Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	0.728 ^a	0.531	0.511

The table above shows an R-Square value of 0.531 transformed into a coefficient of determination of 53.1 percent. This value indicates that the effect of workload and work environment on employee performance is 53.1 percent, the remaining 46.9 percent is explained by other variables outside the research variables.

The F test (model feasibility test) is needed by researchers to assess whether the regression model used is feasible. Feasible here means that the estimated model is feasible to use to explain the effect of workload (X1) and work environment (X2) on employee performance (Y). To prove that the regression model used in this study is feasible, it is presented in the following table:

Model Feasibility Test Results (Test F)

Table 12. Result F test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	9.598	2	4.799	26.558	0.000 ^b
Residual	8.493	47	0.181	-	-
Total	18.091	49	-	-	-

Based on the table 12 above the results of the F test above it is known that the calculated F value is 26.558 with a significance level of 0.000 which is smaller than the standard significance level of 0.05. by using F table = df1 (k-1) df2 (n-k) or F table where n is the amount of data and k is the number of independent and dependent variables to obtain F table =

- df1: 2 - 1 = 1
- df2: 50 - 2 = 48

The test was carried out at $\alpha = 5\%$, so the Ftable value was 4.04

Based on the calculation above, it is known that the Fcount is 26.558 > Ftable 4.04 and the significance level is smaller than the standard significance level of 0.000 < 0.05. So that it can decide, namely rejecting H0 and accepting Ha. This means that the regression equation is declared feasible and can be used to predict the effect of workload and work environment on employee performance at the Regional Personnel Agency (BKD) Office of West Lombok Regency.

Discussion

Based on the results of research conducted on the variables contained in this

study, some of the results can be explained as follows:

1. Effect of Workload on Performance

Based on table 11 it can be seen that the Workload coefficient (X1) has a negative value of -0.321, a tcount value of -2.987, a ttable value of 2.010, and a significance value of 0.004, so it is smaller than the tolerance value of 0.05, it can be stated that the hypothesis 1 (one) is accepted, namely workload has a negative and significant effect on the performance of employees of the Regional Personnel Agency (BKD) Office of West Lombok Regency. This means that if the lower the workload that is owned by the employee, the higher the level of work output of the employee at work and vice versa if the employee has a high workload, then his performance at work will be lower.

These results are consistent with the respondents' answers, where the average respondent's answer to the workload variable is 3.61 belonging to the heavy category, as well as the average respondent's answer to the performance variable which is 3.98 is included in the high category. The results of this study are in accordance with research conducted by [Mangkuprawira and Hubeis \(2007\)](#) that workload has a negative and significant effect

on employee performance and is one of the factors that can influence employee performance.

2. The Effect of the Work Environment on Performance

Based on table 11 the work environment coefficient is 0.956, the tcount is 7.268, the ttable is 2.010. So that it can be stated that this research succeeded in showing that the work environment has a positive and significant influence on employee performance. This shows that the results of this study succeeded in proving the second hypothesis (H2) that had been proposed. The results of this study indicate that the work environment on employee performance has a unidirectional relationship. These results are consistent with the respondents' answers, where the average respondent's answer to the work environment variable is 4.01 which is classified as adequate, as well as the average respondent's answer to the performance variable, which is 3.98, which is included in the high category. The results of this study are in accordance with research conducted by [Azizah et al. \(2019\)](#) showing that the work environment has a positive and significant influence on employee performance.

CONCLUSION

From the description of the previous discussion, the researcher can conclude that the results of the study regarding the Effect of Workload and Work Environment on Employee Performance at the Lombok Barat Regency's Regional Personnel Agency (BKD) Office, namely: Workload has a negative and significant effect on employee performance. This means that an employee who has a high workload will have a low level of performance. The work environment has a positive and significant effect on employee performance. This means that if the better the work environment created, it will be able to improve employee performance. The work environment variable has a dominant influence on employee performance at the Regional Personnel Agency (BKD) Office of West Lombok Regency.

Author Declarations

Author contributions and responsibilities

The authors made major contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

Funding

This research did not receive external funding.

Availability of data and materials

All data is available from the author.

Competing interests

The authors declare no competing interests.

REFERENCE

- Alatawi, A. M., & Alsolami, A. F. (2020). The effect of work environment on employee productivity in the healthcare sector in Saudi Arabia. *International Journal of Business and Management*, 15(10), 87-98.
- Azizah, R. N., Lubis, F. A., & Ramli, M. (2019). The influence of workload and work environment on employee performance through job satisfaction as mediation variable. *Advances in Social Science, Education and Humanities Research*, 299, 22-27.
- Asriani, D., BL, M., & Abdullah, I. (2018). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja pegawai pada Kantor Dinas Tenaga Kerja Kota Makassar. *Jurnal Profitability Fakultas Ekonomi Dan Bisnis*, 2(2), 58-69.
- Chandra Rinny. (2017). Pengaruh Beban Kerja Dan Stres Kerja Terhadap Kinerja Karyawan Pada PT. Mega Auto Central Finance Cabang Di Langsa.
- Faturochman, Faturochman, Nandiyanto, A. B. D., & Pramono, J. (2019). The effect of workload on the quality of work and productivity. *IOP Conference Series: Earth and Environmental Science*, 333, 012027.
- Koesomowidjojo, Suci. (2017). *Panduan Praktis Menyusun Analisis Beban Kerja*. cetakan ke I. Jakarta: Raih Asa Sukses (Penebar Swadaya Grup).
- Mangkunegara.A.P. (2001). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mangkuprawira, S., dan A.V. Hubeis, (2007). *Manajemen Mutu Sumber Daya Manusia*. Bogor: Penerbit Ghalia Indonesia.
- Nitiseminto, A. S. (2002). *Manajemen Personalialia*. Cetakan Ke 9. Edisi ke 4. Jakarta: Ghalia Indonesia.

- Putra, I. M. C., & Purwaningrat, P. A. (2021). Pengaruh Disiplin Kerja, Kompensasi, Dan Beban Kerja Terhadap Kinerja Karyawan Pada CO. Bali Rivian Production. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, 1(3), 920-929.
- Reddy, K. V., & Amalu, M. N. (2019). Effect of workload and work environment on employee performance: a study of selected private universities in South-South Nigeria. *Journal of Human Resource Management and Labor Studies*, 7(1), 78-91.
- Siti, F., Kurniawan, H., & Kadir, A. (2018). The impact of workload and organizational support on employee performance. *International Journal of Applied Business and Economic Research*, 16(17), 107-118.
- Surijadi, H., & Musa, M. N. D. (2020). Dampak Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Pegawai. *PUBLIC POLICY (Jurnal Aplikasi Kebijakan Publik & Bisnis)*, 1(2), 101-114.