



The Influence of Workload and Work Environment on Employee Performance at PT Ninja Xpress Merauke

Ulfa Dewiyanti Eka Safitri^{1*}, Simon Entertainment¹, Irene Ipejei¹

¹Department of Management, Faculty of Economics and Business, Musamus University, Merauke

*Correspondence: upaliheka@gmail.com

Abstract: This study aims to determine the effect of the independent variables, namely Workload (X1) and Work Environment (X2), on the dependent variable, namely Employee Performance (Y). This research is a quantitative study. The population in this study consists of 38 employees of PT. Ninja Xpress Merauke, with the entire population taken as the sample (38 respondents) using total sampling technique. Data collection was conducted through questionnaires, and the data were processed using SPSS. The analytical method used was multiple linear regression analysis. The results of the partial test show that the Workload variable (X1) has a positive and significant effect on Employee Performance (Y), and the Work Environment variable (X2) also has a positive and significant effect on Employee Performance (Y). The simultaneous test shows that both Workload (X1) and Work Environment (X2) variables together have a positive and significant effect on Employee Performance (Y).

Keywords: Workload, Work Environment, Employee Performance

DOI :



Copyright: © 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

1. INTRODUCTION

In this modern era marked by rapid technological advances, organizations and companies are required to continuously adapt in order to remain competitive. However, not all organizations are able to adapt, either due to a lack of readiness to face technological changes or due to weak human resource performance. In this context, human resources become the main driver of an organization's sustainability and success. Human performance within an organization is significantly influenced by two main factors: workload and work environment.

Workload refers to the tasks that must be completed within a specific timeframe, and if not managed effectively, it can directly impact employee performance and ultimately the organization itself. Koesomowidjojo (2017) explains that workload is the process of determining the amount of work that human resources must complete within a specific timeframe. Adjusting workload is crucial as it allows companies to measure how well employees can handle assigned tasks optimally.



In addition to workload, workplace environment factors also play a significant role. The workplace environment includes atmosphere, company culture, and physical conditions of the workplace. A conducive workplace environment can enhance employee productivity and well-being. Conversely, an unsupportive workplace environment can reduce motivation, cause stress, and disrupt work concentration. According to Nitisetimo in Nan Wangi (Munan, 2020), the work environment encompasses all factors surrounding employees that influence task performance, such as lighting, temperature, cleanliness, safety, space, and music. Tanjung (2016) also states that cramped workspaces and poor ventilation can significantly reduce employee comfort and performance.

Employee performance itself is an important indicator in assessing the success of an organization. Rivai & Basri (2015) define performance as the standards and achievements attained by an employee, as well as the contributions made to the company. High performance not only reflects productivity but also the ability to innovate and adapt to changes.

This phenomenon is clearly reflected at PT Ninja Xpress Merauke, a rapidly growing delivery service company amid the surge in online shopping activities in the digital era. As online shopping activities increase, the volume of goods being shipped also surges. Companies like Ninja Xpress, which offer fast delivery services, including COD (Cash on Delivery) methods, have experienced a significant increase in demand. However, this surge brings challenges in the form of increased workloads for employees, particularly in terms of work duration and intensity, as well as physical limitations in workspace capacity.

Based on observations, it was found that limited workspace is one of the sources of stress for employees. Here are the employee performance data from PT Ninja Xpress Merauke:

Table 1. Employee Performance at PT Ninja Xpress Merauke

Month	Number of employees	Delivery achieved	Failure rate	Volume	Rate	Notes
January	38	909	21	1.135	79%	Complaints began to emerge about inadequate room space and an increase in workload.
February	38	1.314	72	1.386	95%	The workload increases, and the workspace feels increasingly crowded
March	38	2.132	100	2.232	95%	Failure rates are starting to increase due to space limitations and increasing workloads.
April	38	2.092	92	2.184	96%	The work environment is increasingly uncomfortable and causes productivity to decline.
May	38	2.035	87	2.122	96%	A cramped workspace



						causes employee stress levels to increase.
June	38	1.966	97	2.063	95%	Performance decreases as workload increases
July	38	1.961	86	2.047	96%	Employee productivity hits rock bottom due to very limited work space

Source: (Ninja Xpress Merauke, 2024)

The table above shows that even though the number of shipments has increased, employee performance has tended to decline or stagnate. This indicates high work pressure and a decline in work comfort, resulting in reduced effectiveness. Competition among delivery service providers is also a factor contributing to the increase in shipment volume. The following table shows a comparison of shipments between PT Ninja Xpress and several other delivery services in Merauke:

Table 1.2 Comparison of Expeditions

Expedition name	January	February	March	April	May	June	July	Total shipping
Ninja Xpress	909	1.314	2.132	2.092	2.035	1.966	1.961	12.409
Jastip Morocco	1.133	847	1.886	1.223	1.202	630	757	7.678
Jastip Gercep	792	818	1.445	1.057	1.065	712	722	6.611
Pearl Jastip	708	961	1.014	1.086	1.001	747	604	6.121

Source: (PT Ninja Xpress, Jastip Mutiara, Jastip Maroka, Jastip Gercep, 2024)

Ninja Xpress recorded its highest total deliveries of 12,409 packages over seven months. This demonstrates Ninja Xpress's competitive advantage, particularly due to its use of a more flexible cash-on-delivery (COD) payment system compared to other jastip (personal shopping service) services that only accept bank transfers. However, this success in delivery volume has not been matched by improvements in the work environment and employee well-being.

The main problem faced by Ninja Xpress Merauke employees is excessive workload due to increasing delivery volume. Furthermore, limited workspace also worsens working conditions, reduces comfort, and increases the risk of errors in the delivery process. The combination of these two factors—high workload and an unsupportive work environment—causes work stress, decreases productivity, and potentially decreases employee loyalty to the company. Based on this background, this study aims to further understand how workload and work environment simultaneously and partially affect employee performance.

2. LITERATURE REVIEW

Workload



Workload is an important aspect in human resource management that describes the number of tasks or responsibilities that must be completed by an employee within a certain period of time. Koesomowidjojo (2017) defines workload as the extent to which tasks assigned to employees are used and required to complete work within a certain time. Factors that influence workload include physical condition and psychological aspects of the environment (Suwatno & Priansa, 2016). An unbalanced workload can cause various negative impacts such as decreased performance, customer dissatisfaction, and increased employee absenteeism (Diana, 2019).

Work environment

The work environment is a facility to support the work process and create comfort for employees, so that in such situations, the work environment can function as a positive influence in developing successful employee capabilities (Fauzi et al., 2023). Robbins and Judge (2015) in their theory *organizational behavior* revealed that a conducive work environment can influence individual behavior within an organization, boost motivation, and improve work performance. Generally, the work environment is divided into two types: the physical work environment, such as the workplace structure, equipment, rest areas, prayer facilities, and transportation (Sihaloho & Siregar, 2020), and the non-physical work environment, which encompasses the relationship between employees and superiors.

Employee performance

Employee performance is a crucial factor in a company's efforts to achieve its targets. Kusnaedi (2021) states that performance encompasses actions or activities directed toward achieving specific goals, while Hariandja (2020) adds that performance is a tangible manifestation of employee behavior in carrying out their functions within the organization. Vroom, in Tewal et al. (2017), explains through expectancy theory that high motivation toward expected results will improve a person's performance. Factors influencing employee performance include internal aspects such as intellectual ability, discipline, work experience, work enjoyment, background, and motivation, as well as external aspects such as leadership style, career development, work environment, training, and organizational management systems (Hasibuan, 2019).

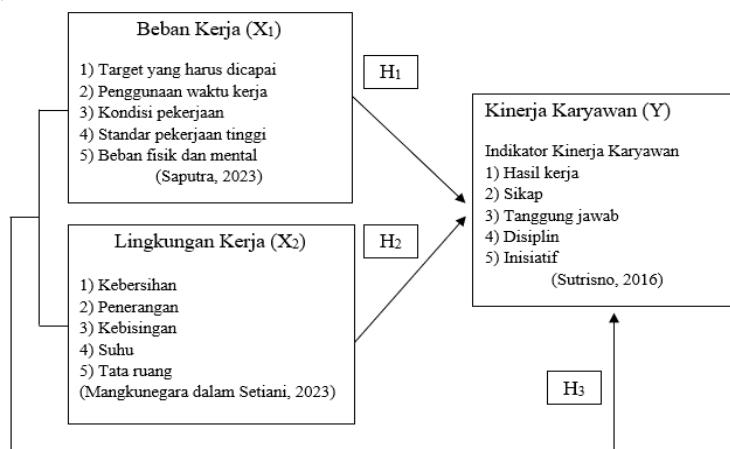


Figure 1. Framework of Thought

3. METHODOLOGY



This study uses a quantitative approach implemented at PT Ninja Xpress Merauke from July to August 2024, with a population of all 38 active employees consisting of fleet managers, admin staff, warehouse staff, and freelance couriers. The sampling technique uses total sampling with the same sample size as the population. Data collection is carried out through observation, questionnaires with a 5-point Likert scale, and literature studies, with primary data sources from employees and secondary data from company documentation. The research variables consist of independent variables (workload and work environment) and dependent variables (employee performance), which are analyzed using instrument tests (validity and reliability), classical assumption tests (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, and hypothesis testing through t-tests, F-tests, and determination tests (R^2) using SPSS software version 25 to determine the effect of workload and work environment on employee performance at PT Ninja Xpress Merauke.

4. RESULTS AND DISCUSSION

Validity test

Indicators and Statement Items		r count	r table	Information
A. Workload				
Targets to be achieved	1	0,448	0,320	Valid
	2	0,608	0,320	Valid
Use of working time	1	0,676	0,320	Valid
	2	0,564	0,320	Valid
Working conditions	1	0,727	0,320	Valid
	2	0,676	0,320	Valid
High work standards	1	0,590	0,320	Valid
	2	0,701	0,320	Valid
Physical and mental burden	1	0,676	0,320	Valid
	2	0,727	0,320	Valid
B. Work Environment				
Cleanliness	1	0,844	0,320	Valid
	2	0,740	0,320	Valid
Description	1	0,845	0,320	Valid
	2	0,851	0,320	Valid
Noise	1	0,533	0,320	Valid
	2	0,663	0,320	Valid
Temperature	1	0,744	0,320	Valid
	2	0,845	0,320	Valid
Spatial	1	0,851	0,320	Valid
	2	0,819	0,320	Valid
C. Employee Performance				
Work result	1	0,606	0,320	Valid
	2	0,757	0,320	Valid
Attitude	1	0,818	0,320	Valid
	2	0,761	0,320	Valid



Responsibility	1	0,794	0,320	Valid
	2	0,764	0,320	Valid
Discipline	1	0,851	0,320	Valid
	2	0,792	0,320	Valid
Initiative	1	0,601	0,320	Valid
	2	0,583	0,320	Valid

Based on table 4.6, which is the result of the validity test of the questionnaire statements on the variables Workload (X1), Work Environment (X2), and Employee Performance (Y) which have an $r_{value_{count}} > r_{table}$ so that the validity test can be said to be valid and suitable for use in this research.

Reliability Test

No.	Variables	Cronbach Alpha	Alpha Standard	Information
1.	Workload	0,831	0,70	Reliable
2.	Work environment	0,927	0,70	Reliable
3.	Employee performance	0,890	0,70	Reliable

Based on table 4.7 from the results of the reliability test, it can be seen that the $value_{cronbach\ alpha}$ workload variable (X1), has a value of $0.831 > 0.70$, work environment (X2), has a value of $0.927 > 0.70$ and employee performance (Y) has a value of $0.890 > 0.70$, where the results are said to be reliable because the $value_{cronbach\ alpha} > standard_{alpha} 0,70$.

Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		38
Normal	Mean	,0000000
Parameters ^{a,b}	Std. Deviation	3,28430130
Most Extreme Differences	Absolute	,107
	Positive	,107
	Negative	-,082
Test Statistic		,107
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Based on the table above, it can be seen that the normality test was conducted using the Kolmogorov-Smirnov test and the result was 0.200. Based on the decision-making criteria, it can be concluded that the significance value is $0.200 > 0.05$, so it can be said that the value is normally distributed.

Multicollinearity Test

Model	B	Error	Coefficients ^a			Toleranc	Collinearity Statistics		
			Unstandardized Coefficients	Standardized Coefficients	Beta				
			Std.						
: (Constant)	14,089	5,928			2,37	,023			

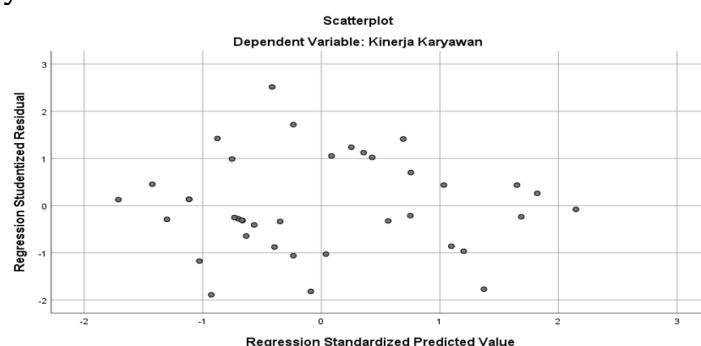


Workload	,560	,142	,497	3,96	,000	,909	1,100
Work environment	,169	,057	,374	2,97	,005	,909	1,100

a. Dependent Variable: Employee Performance

Based on the table above, it can be seen that the tolerance value for the Workload variable (X_1) is $0.909 > 0.1$ and the VIF is $1.100 < 10$ and for the Work Environment variable (X_2) it is $0.909 > 0.1$ and the VIF is $1.100 < 10$. Based on these results, it can be concluded that the Workload variable (X_1) and the Work Environment variable (X_2) do not experience multicollinearity.

Heteroscedasticity Test



Based on the results of the heteroscedasticity test, there is no clear pattern and the points are spread above and below the number 0 on the y-axis, so it can be said that there are no symptoms of heteroscedasticity in the regression model in this study.

Multiple Linear Regression Test

Coefficients^a

Model		Standardize			
		Unstandardized Coefficients	B	Std. Error	d Coefficients
1	(Constant)	14,089		5,928	
	Workload	,560	,142	,497	3,961
	Work environment	,169	,057	,374	2,979
					,005

a. Dependent Variable: Employee Performance

Based on the table above shows that the multiple linear regression test in this study is:

$$AND = 14.089 + 0.560 X_1 + 0.169 X_2 + e$$

Partial T Test

Coefficients^a



Model	Unstandardized Coefficients		Standardize d Coefficients		t	Say.
	B	Std. Error	Beta			
1 (Constant)	14,089	5,928			2,377	,023
Workload	,560	,142	,497		3,961	,000
Work environment	,169	,057	,374		2,979	,005

a. Dependent Variable: Employee Performance

- Based on the table above, it shows that the significance result of the t-test for the influence of the Workload variable (X_1) on the Employee Performance variable (Y) is 3.961. This result can be seen from the t-value. $3.961 > t_{table1.689}$ and a significant value of $0.000 < 0.05$. It can be concluded that H_a is accepted and H_0 is rejected, where Workload has a positive and significant effect on Employee Performance.
- Based on the table above, it shows that the significance result of the t-test for the influence of the Work Environment variable (X_2) on the Employee Performance Variable (Y) is 2.979. This result can be seen from the t-value. $2.979 < t_{table1.689}$ and a significant value of $0.05 > 0.05$. This can be concluded that H_a is accepted and H_0 is rejected, where the Work Environment has a positive and significant effect on Employee Performance.

Simultaneous Test (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	397,210	2	198,605	17,417	,000 ^b
	Residual	399,105	35	11,403		
	Total	796,316	37			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Environment, Workload

Based on the results of the F test, it can be concluded that the significance value is $0.000 < 0.05$ and the F value is $17,417 > F_{table3.267}$ so it can be said that H_3 is accepted, which means that Workload (X_1) and Work Environment (X_2) together have a positive and significant effect on the Employee Performance variable (Y).

Coefficient of Determination Test

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				



1	,706 ^a	,499	,470	3,377
---	-------------------	------	------	-------

a. Predictors: (Constant), Work Environment, Workload

Based on the table above, it can be seen that *Adjusted (R²)* is 0.470 when presented with a value of 47%. This can be said that Workload (X₁) and Work Environment (X₂) affect Employee Performance (Y) by 47%, the remaining 53% is influenced by factors or variables not examined in this study according to Robbins & Judge (2017), namely the variables of motivation, job satisfaction, competence, leadership, organizational culture, technology, and work-life balance.

Discussion**The Effect of Workload on Employee Performance**

Based on the significant results of the t influence of the Workload variable (X₁) on Employee Performance (Y) which is 3.961 which is seen from the calculated t value of $3.961 > t$ table 1.689 with a significant value of $0.000 < 0.05$, indicating that Workload partially has a significant influence on Employee Performance so that H_a is accepted and H₀ is rejected. An appropriate workload will encourage employees to work harder and improve their skills, but a workload that is too high or too low can cause fatigue, decreased motivation, and increased absenteeism which has a negative impact on employee performance. It is important to find an optimal balance in providing workload (Sukmawati & Hermana 2024).

The results of this study are supported by the most dominant respondent statement on the Workload indicator with the statement "The work given by the superior is in accordance with the abilities of each employee". This reflects that employees feel the tasks they receive can be managed well, in line with Radito's research (2015) which states that the suitability of job placement includes the suitability of knowledge, skills, and attitudes simultaneously having a significant effect on work performance. Meanwhile, the less dominant indicator, namely the statement "employees are able to complete work according to targets and on time", indicates that there are still difficulties in time management and target achievement. According to Sukmawati & Hermana (2024), the suitability between workload and employee capacity plays an important role in improving overall performance.

The results of this study align with the research by Jumira et al. (2022) entitled "The Effect of Workload and Work Environment on Employee Performance in Parepare City," which states that workload variables have a positive and significant effect on employee performance, as well as the work environment, which has a positive and significant effect on employee performance. Simultaneously, workload and work environment influence employee performance in Parepare City.

This study found that workload has a positive and significant impact on employee performance, meaning that the more optimal the workload given to employees, the better their performance. Likewise, the work environment has a positive and significant impact on employee performance, meaning a supportive work environment can improve employee performance. Therefore, it is recommended that companies evaluate and adjust workloads to ensure employees have an optimal workload and create a positive work environment to improve employee performance.



The Influence of Work Environment on Employee Performance

Based on the t test, it can be seen that the Work Environment variable (X_2) on Employee Performance (Y) is 2.979 which can be seen from the calculated t of $2.979 > t$ table 1.689 meaning that there is a positive influence on the variable (Y), and for a significant value of $0.05 < 0.05$ so that the Work Environment can be said to be significant. It can be concluded that H_a is accepted and H_0 is rejected. It is concluded that partially the Work Environment has a positive and significant effect on Employee Performance caused by several factors, namely the physical conditions of the environment such as a comfortable and clean workspace that can increase employee focus and concentration so that it has an impact on their performance.

This is supported by the most dominant respondent statement on the Work Environment indicator with the statement "Employees feel there is no noise or disturbance so that employees can concentrate on their work." This means that employees feel that a quiet and distraction-free work environment allows them to concentrate well when completing tasks. According to Hulu et al. (2022) because work requires concentration, noise should be avoided so that work can be carried out efficiently so that work productivity increases. Meanwhile, the less dominant indicator with the statement "Employees feel that the space and layout provided are sufficient" indicates that many employees may feel dissatisfied with the condition of their workspace. According to Yusuf (2023), because spaces that are too narrow or too large can hinder productivity and comfort, companies need to evaluate and adjust the work environment to ensure comfort and support improved employee performance.

The results of this study are in line with the research conducted by Tjiabratra et al. (2017) entitled "The Effect of Workload and Work Environment on Employee Performance at PT. Sabar Ganda Manado". In this study, based on the results of partial tests, there is an influence between workload and employee performance. And there is an influence between the work environment and employee performance. And simultaneously, workload and work environment influence employee performance at PT. Sabar Ganda Manado.

The findings of this study are that workload has a direct influence on employee performance, where an optimal workload can improve performance. While a workload that is too heavy or too light can reduce employee performance. This study also found that the work environment has a direct influence on employee performance, where a positive work environment can improve employee performance, while a negative and unsupportive work environment can decrease employee performance. Simultaneously, workload and work environment influence employee performance, so companies need to pay attention to both factors to improve employee performance.

The Influence of Workload and Work Environment on Employee Performance

The results of the statistical analysis show that Workload (X_1) and Work Environment (X_2) together have a positive and significant effect on Employee Performance (Y), with a calculated F value of $17.417 > F$ table 3.267 and a significance value of $0.000 < 0.05$, causing H_a to be accepted and H_0 to be rejected. Based on the analysis of the coefficient of determination, the two variables affect Employee



Performance by 47%, while the remaining 53% is influenced by other variables not studied. This shows that the two variables complement each other in influencing employee performance, where a workload that is appropriate to the capacity and skills of employees can increase productivity, while a conducive work environment increases job satisfaction and motivation.

Other variables that influence employee performance by 53%, according to Robbins & Judge (2017), include motivation, job satisfaction, competence, leadership, organizational culture, technology, and work-life balance. Overall, an appropriate workload and a supportive work environment complement each other to create optimal working conditions. The workload challenges employees to reach their maximum potential, while the work environment creates the comfort necessary for them to carry out that workload effectively.

This research is in line with the research of Rohman et al. (2023) entitled "The Effect of Workload and Work Environment on Employee Performance of PT. Karunia Ultima Kemasan Jatikalen Nganjuk". The results of the study also show a positive and significant influence between workload on employee performance, a positive and significant influence between work environment on employee performance, and simultaneously there is a positive and significant influence between workload and work environment on employee performance.

The main finding of this study is that workload has a positive and significant impact on employee performance, meaning that the higher the workload (according to capacity), the higher the employee performance. The work environment also has a positive impact on employee performance, indicating that a comfortable and supportive work environment can improve performance. Simultaneously, improvements in workload and work environment significantly improve employee performance, indicating the importance of organizations continuing to pay attention to both factors in their efforts to improve employee performance.

5. CONCLUSION

Based on the entire series of quantitative data analysis that has been carried out, the author can draw the following conclusions:

1. Workload has a positive and significant impact on employee performance at PT. Ninja Xpress Merauke. This is because the work assigned by superiors is aligned with each employee's capabilities. This means that the tasks or work assigned by superiors are aligned with individual employee abilities, potentially improving performance and job satisfaction. Excessively high workloads can lead to decreased performance, which in turn impacts productivity. However, excessively low workloads can also lead to unmotivated employees and reduced efficiency.
2. The work environment has a positive and significant impact on employee performance at PT Ninja Xpress Merauke. Employees feel free to concentrate on their work because there is no noise or distractions. A positive, safe, comfortable, and supportive work environment can increase job satisfaction and motivation, ultimately leading to optimal performance.
3. The F test of Workload and Work Environment simultaneously (Simultaneous) has a significant effect on Employee Performance with R square 0.470 and sig value



= 0.000 so 47% of the variation in Employee Performance values is influenced by Workload and Work Environment the remaining 53% is influenced by other variables not studied. Overall, the combination of workload that is appropriate to employee capacity and a conducive work environment can improve employee performance. Because companies that are able to balance these two aspects will see significant improvements in productivity and work quality.

Based on the research findings, companies are advised to adjust workloads to employee capacity to ensure efficient work completion. Companies also need to create a comfortable work environment, both physically and spatially, to support productivity. Furthermore, regular evaluation of the balance between workload and environmental conditions is crucial to maintain optimal performance. Future research is expected to develop new models or theories to more comprehensively improve employee performance.

6. BIBLIOGRAPHY

Diana, Y. (2019). The Effect of Workload on Employee Performance in the Housekeeping Department at the Bintan Lagoon Resort Hotel. *Journal of Management Tools*, 53(9), 193–205.

Fauzi, A., Hutajulu, L., Rijal, M., Moses, H., Samuel, I., & Sidik, M. (2023). Analysis of the Influence of Job Satisfaction, Workload, and Work Environment on Employee Performance (Literature Review of Business Research Methodology). *Multidisciplinary Science Journal*, 1(4), 874–885.

Hariandja, M. T. (2020). *Human Resource Management (Procurement, Development, Compensation and Improving Employee Productivity)*. PT. Gramed.

Hasibuan, H. M. (2019). *Human Resource Management*. Earth of Letters.

Hulu, D., Lahagu, A., & Telaumbanua, E. (2022). Analysis of the work environment in increasing the work productivity of office employees in Botomuzoi District, Nias Regency. *EMBE Journal: Journal of Economics, Management, Business and Accounting Research*, 10(4), 1480-1496.

Jumira, Dangnga, M. S., & Nuryadin, R. (2022). The Influence of Workload and Work Environment on Employee Performance in Parepare City. *DECISION: Journal of Economics and Business*, 3(2), 157–163. <https://doi.org/10.31850/decision.v3i2.1878>

Koesomowidjojo, S. (2017). *Practical Guide to Preparing a Workload Analysis*. Achieve the Hope of Success.

Kusnaedi. (2021). *Human and Natural Resource Economics*. Open University.

Nan Wangi, V. K. (2020). The Impact of Occupational Health and Safety, Workload, and Physical Work Environment on Performance. *JOURNAL OF BUSINESS MANAGEMENT*, 7(1), 40–50. <https://doi.org/10.33096/jmb.v7i1.407>

Radito, T. A. (2015). Analysis of the influence of job placement suitability on the work performance of non-medical employees. Grhasia Mental Hospital, Yogyakarta. *OPTIMAL*, 12(1), 1-13.

Rivai, & Basri. (2015). *Human Resource Management for Enterprises Second Edition*(Second Edition). Rajawali Press.



Robbins, P. S., & Judge, T. A. (2017). *Organizational Behavior* (13th ed.). Salemba Empat.

Rohman, S. N., Ambarwati, D., & Saptaria, L. (2023). The Influence of Workload and Work Environment on Employee Performance at PT. Karunia Ultima Kemasan Jatikalen Nganjuk. *Popular: Student Research Journal*, 2(4), 22–38. <https://doi.org/10.58192/populer.v2i4.1350>

Sihaloho, R. D., & Siregar, H. (2020). The Influence of Work Environment on Employee Performance at PT. Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273–281.

Sukmawati, R., & Hermana, C. (2024). The Influence of Workload and Job Stress on Employee Performance. *Journal of Management and Business Research*, 4(1), 51-56. <https://doi.org/10.29313/jrmb.v4i1.4019>

Suwatno, & Priansa, D. J. (2016). *Human Resource Management in Public and Business Organizations*. Alphabet.

Tanjung, H. (2016). The Influence of Work Discipline, Competence, and Organizational Culture on Employee Job Satisfaction at the North Sumatra Plantation Service. *Journal of Business and Management Concepts*, 3(1), 111–122.

Tewal, B., Adolfina, Pandowo, M.C.H., & Tawas, H.N. (2017). *Organizational Behavior*. CY. Patra Media Grafindo.

Tjiabrata, F. R., Lumanauw, B., & Dotulong, L. O. (2017). The influence of workload and work environment on employee performance at PT. Sabar Ganda Manado. *EMBA Journal: Journal of Economics, Management, Business and Accounting Research*, 5(2).