

The Impact of Workload and Workplace Conditions on Worker Performance at Pharmacy Industry

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Abstract

Purpose - Pharmaceutical services in hospitals are essential for ensuring healthcare quality; however, the effectiveness of pharmacy staff is frequently compromised by excessive workloads and inadequate work environments. Previous research has investigated these factors individually; however, the collective influence on employee performance is still a subject of discussion. This study analyzes the impact of workload and work environment on employee performance in the Pharmacy Unit, thereby addressing a gap in the current literature.

Design/methodology/approach - Primary data was collected from 173 pharmacy employees using a census sampling technique via online surveys. Multiple linear regression analysis was utilized to evaluate the hypotheses.

Originality - This study contributes to the literature by examining the combined effect of workload and work environment on performance—an area that has previously been studied in isolation. Recommended strategies include equitable task distribution, stress management programs, and workspace enhancements to sustain employee productivity.

Findings and Discussion - The findings demonstrate that workload adversely affects performance, whereas a supportive work environment enhances performance. Workload alone does not consistently lead to reduced performance; rather, its detrimental effects are pronounced when coupled with inadequate work conditions. Performance may deteriorate when employees encounter excessive workloads without sufficient environmental support.

Conclusion - The findings indicate that hospital management ought to prioritize the optimization of workload and enhancements in the workplace to improve the quality of pharmaceutical services.

Keywords - Workload, Work Environment, Employee Performance

Introduction

Pharmaceutical services in hospitals play a crucial role in supporting the overall quality of healthcare services. In accordance with the Indonesian Ministry of Health Regulation Number 72 of 2016, the primary goal of pharmaceutical services is to improve patients' quality of life through the safe, effective, and rational use of medications (Lolo et al., 2021). The pharmacy installation serves as the center for drug distribution, ensuring the availability of appropriate medications while providing clinical

pharmacy services to patients (Nopita et al., 2024). Therefore, the performance of pharmaceutical staff is a key factor in determining the quality of healthcare services (Astuti et al., 2023).

However, pharmaceutical staff often face various challenges in performing their duties, particularly regarding workload (Pratama & Wahyuningtyas, 2021; Tika & Lestari, 2020). A high workload, which includes administrative tasks, drug compounding, and pharmaceutical consultations, can lead to physical and mental stress (Wijaya & Prayitno, 2021). This condition may reduce concentration levels, increase the risk of medication errors, and prolong patient waiting times (Hastuti & Aini, 2023). Furthermore, an unsupportive work environment can exacerbate these issues, diminishing staff comfort and productivity.

Prior research has demonstrated inconsistent findings about the influence of workload on the performance of pharmaceutical staff. Pratama & Wahyuningtyas (2021) determined that workload did not significantly adversely affect employee performance, however Nugraheni et al. (2022) and Pourteimour et al. (2021) indicated a considerable negative influence. The discrepancies in findings underscore the necessity for more study to attain a more profound comprehension of the correlation between workload and the performance of pharmaceutical staff. Conversely, a conducive work atmosphere is a crucial element in facilitating optimal performance. Ambarwati et al. (2021) and Yusnita (2023) highlighted that a favorable work environment may improve the focus and productivity of pharmaceutical staff. Elements such as excessive workload and a non-supportive work atmosphere might exacerbate this condition (Ambarwati et al., 2021). This study examines the impact of workload and work environment on employee performance in the Pharmacy Unit of General Hospital. The high number of patients visits each year can trigger work pressure and stress for health workers (Ambarwati et al., 2021). The results are anticipated to enhance the formulation of hospital management policies focused on elevating the quality of pharmaceutical services (Ayuningtyas & Wibowo, 2024; Nur et al., 2021).

Literature Review

Herzberg's Two-Factor Theory categorizes elements affecting employee performance into hygienic issues and motivators. Hygiene issues, including workload and work environment, may not directly enhance contentment but might lead to discontent if inadequately addressed (Herzberg, 1959). Workload is the quantity of work employees are required to accomplish within a designated timeframe, which, if excessive, may result in tension and weariness. The work environment encompasses the physical, social, and psychological aspects inside the workplace that can either facilitate or impede employee performance (Robbins & Judge, 2024).

Employee performance denotes an individual's efficacy in executing tasks and responsibilities in accordance with organizational norms. Performance is affected by various critical elements, including quality of work, punctuality, initiative, capability, and communication (Kridantoro et al., 2023). Inadequately managed workloads can diminish employee

performance owing to heightened stress and fatigue, whereas a supportive work environment can foster ideal circumstances for effective work (Maryani et al., 2021). Consequently, efficient workload management and the establishment of a conducive work environment are essential factors in enhancing employee performance and attaining organizational objectives. Employee performance is affected by workload, work environment, and various organizational factors. Numerous studies highlight the importance of workload in influencing employee effectiveness. Elevated workload may result in heightened stress levels and adversely affect performance (Herdiana & Sary, 2023; Pourteimour et al., 2021). The work environment significantly influences performance outcomes; a supportive and conducive setting can improve performance and productivity (Diamantidis & Chatzoglou, 2019; Emela et al., 2024). Studies indicate that high workloads coupled with unfavorable environmental conditions can lead to reduced job satisfaction and efficiency (Basalamah et al., 2021; Widodo et al., 2022).

Furthermore, research indicates that workload and work environment to affect employee performance (Jaiswal & Dewan, 2022; Nugraheni et al., 2022). Research examines occupational environments, including hospitals, where leadership, discipline, and education influence performance outcomes (Febriyantina & Junaidi, 2023; Ginting et al., 2024). The findings highlight the importance of effective workload management and a supportive work environment in optimizing employee performance across various sectors.

Workload and Employee Performance

Work performance encompasses the results attained by employees in executing their responsibilities, evaluated by both quality and quantity, thereby contributing to the overall success of the organization (Triansyah et al., 2023). Productivity and effectiveness serve as essential indicators of performance (Purnamasari et al., 2024). Studies conducted by Nugraheni et al. (2022) and other researchers (Agustin et al., 2022; Alfian & Rahmana, 2023; Septyaningsih & Palupiningdyah, 2017) demonstrate that the workload adversely affects employee performance. An increased workload elevates stress levels, thereby diminishing employees' capacity to sustain optimal performance. An excessive workload can impede employees' ability to produce high-quality work, indicating a negative correlation between workload and performance.

H1: The workload has a negative impact on employee performance

Work Environment and Employee Performance

The work environment, which includes physical and non-physical elements like workspace layout, lighting, interpersonal relationships, and organizational culture, significantly influences performance (Emela et al., 2024; Wati & Sungkono, 2023). A supportive work environment enhances comfort, safety, and productivity (Maulana et al., 2023). Prior research (Ahmadi et al., 2022; Daspar, 2020; Emela et al., 2024; Fau et al., 2022; Nabawi, 2019; Nugraheni et al., 2022; Septiani Kusmana & Yudi Ferdiana, 2024; Septyaningsih & Palupiningdyah, 2017) indicates that a positive work

environment contributes to improved employee performance. An organized work environment enhances efficiency, while positive physical and social conditions contribute to stress reduction. A safe and comfortable workplace enhances employee appreciation, resulting in increased productivity and goal attainment.

H2: The work environment has a positive impact on employee performance

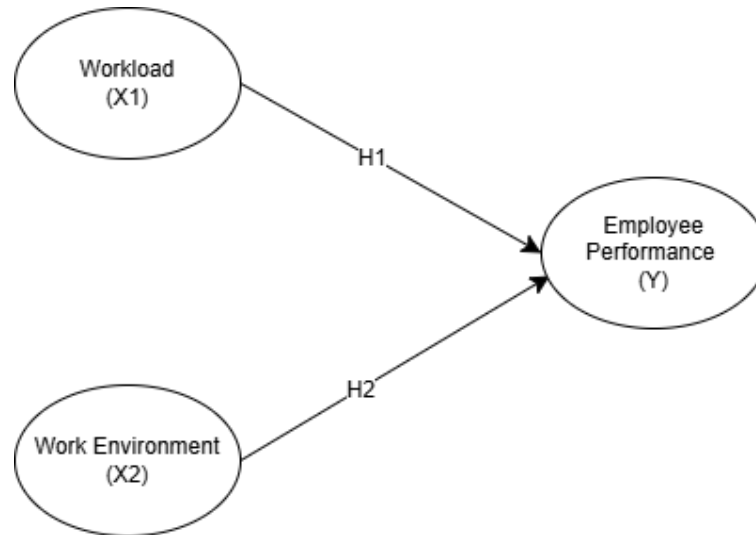


Figure 1. Research Framework

Methods, Data, and Analysis

The research participants consist of employees from the pharmaceutical facility at General Hospital in Sleman, Yogyakarta. This study examines the impact of workload, work environment, and employee performance. The study population includes all 173 employees at the pharmaceutical facility, with respondents chosen through a census method (Arikunto, 2020). Independent variables in the research comprise workload and work environment, with employee performance serving as the dependent variable (Sugiyono, 2017). The operational definitions delineate employee performance in terms of work quality, timeliness, initiative, capability, and communication (Febriyantina & Junaidi, 2023). Workload indicators encompass target achievement, work time utilization, job conditions, high work standards, mental workload, and psychological burden (Saputra et al., 2023; Wibowo et al., 2023). The work environment is classified into physical, non-physical, and external/internal factors that influence employees (Ratnasih et al., 2023; Wati & Sungkono, 2023).

Table 1. Statement Items

Variable	Indicator	Question Items
Workload (Saputra et al., 2023)	Target achievement	I feel that the work targets given are difficult to achieve. I feel that I lack clarity regarding the goals to be achieved in my job.

Variable	Indicator	Question Items
	Work time utilization	I often need extra time to complete my work. I feel that the allocated working time is not used effectively.
	Job conditions	The current working conditions do not support my productivity. I feel uncomfortable with the physical conditions in my workplace.
	Work standards	The established work standards are too high. I feel insufficiently challenged to meet the established work standards.
	Mental workload	I feel that the workload assigned to me causes mental exhaustion. I feel extremely burdened by my current work.
	Psychological burden	The work I am currently doing does not provide satisfaction. I feel less proud of the work I am doing at the moment.
Work Environment (Kurniawati et al., 2023)	Workspace	My workspace provides comfort while working. My workspace supports productivity and focus at work.
	Lighting	The lighting in my workspace is sufficiently bright. The lighting in my workplace helps reduce eye strain.
	Work facilities	The available work facilities at my workplace are adequate. The provided facilities and equipment support my tasks well.
	Work tools	The work aids I use function well. The work aids I use make it easier for me to complete tasks.
	Air condition	The temperature in my workspace feels comfortable. I feel that the air condition in my workspace supports my daily activities.
	Tranquility	I feel that the organization's values are reflected in the daily work culture. I see that the leadership and colleagues consistently apply the organization's values.
	Organizational values	I feel safe working at my current workplace. My workplace has clear security procedures that are well implemented.
	Work safety	I feel safe working at my current

Variable	Indicator	Question Items
		workplace.
		My workplace has clear security procedures that are well implemented.
	Sense of togetherness	I feel a strong sense of camaraderie with my coworkers.
		Teamwork in my workplace runs smoothly and harmoniously.
	Mutual acquaintance	I know my coworkers well.
		I find it easy to communicate and interact with my coworkers.
	Selflessness	I always strive not to be self-centered in my work.
		I prioritize the interests of the team and organization in my work.
Employee Performance (Iskamto, 2020)	Work quality	I always strive to produce high-quality work.
		The results of my work always meet the established standards.
	Timeliness	I always complete tasks on time or even earlier.
		I have good time management skills to complete tasks.
	Initiative	I often propose new ideas to improve team performance.
		I am proactive in finding solutions to problems that arise in work.
	Ability	I feel I have sufficient ability to carry out my job tasks.
		I continue to learn and develop my skills to improve performance.
	Communication	I can communicate well with colleagues, superiors, and other relevant parties.
		I am able to convey information clearly and effectively.

The study utilizes a quantitative methodology, gathering primary data via online surveys. A questionnaire employing an ordinal scale is utilized, guaranteeing the confidentiality of respondents. The data analysis approach includes both descriptive and inferential analysis. Descriptive analysis offers a summary of sample characteristics, whereas inferential analysis employs multiple linear regression using SPSS software (Ghozali, 2018). The evaluation process encompasses validity and reliability assessments, classical assumption test, and hypothesis testing.

Results

Charasteristics of Responden

The study's respondents were woman, constituting 87% of the sample; they were mostly aged between 31 and 40 years old, with job tenure mostly

between 5 and 10 years, and mostly assistant pharmacist and pharmacist.

Table 2. Charasteristic of the Respondents

	Total (n-173)	Percentage (%)
Gender		
Male	23	13
Female	150	87
Age		
20 to 30	31	18
31 to 40	91	53
41 to 50	36	21
51 to 65	15	9
Tenure		
<5	22	13
5 to 10	60	35
< 1	6	3
> 10	85	49
Status		
Temporer	21	12
Civil Servants	93	54
Contract Civil Servants	59	34
Position		
General Administration	1	1
Pharmacist	68	39
Pharmacist Assistant	87	50
Data Processor	5	3
Concierge	12	7

Descriptive Analysis

The findings from the descriptive analysis are presented in the table below:

Table 3. Descriptive Analysis

categories	workload (%)	work environment (%)	employee performance (%)
strongly disagree	8	1	0
disagree	50	6	1
neutral	32	20	19
agree	8	64	71
strongly agree	1	9	9

The analysis reveals that while 50% of pharmacy staff are dissatisfied with their workload, most view the work environment positively (73%). Despite workload concerns, 80% believe they perform effectively, suggesting a supportive environment helps maintain performance. However, notable

neutral responses indicate a need for deeper evaluation of workload and workplace improvements.

Validity Test

Table 4. Validity Test

Workload	I feel that the work targets given are difficult to achieve.	I feel that I lack clarity regarding the goals to be achieved in my job.	I often need extra time to complete my work.	I feel that the allocated working time is not used effectively.	The current working conditions do not support my productivity.	I feel uncomfortable with the physical conditions in my workplace.	The established work standards are too high.	I feel insufficiently challenged to meet the established work standards.	I feel that the workload assigned to me causes mental exhaustion.	I feel extremely burdened by my current work.	The work I am currently doing does not provide satisfaction.	I feel less proud of the work I am doing at the moment.
	.632*	.713**	.666*	.750**	.791**	.656**	.659**	.441**	.753**	.768**	.666**	.542**
Work Environment	My workspace provides comfort while working.	My workspace supports productivity and focus at work.	The lighting in my workspace is sufficiently bright.	The lighting in my workplace helps reduce eye strain.	The available work facilities at my workplace are adequate.	The provided facilities and equipment support my tasks well.	The work aids I use function well.	The work aids I use make it easier for me to complete tasks.	The temperature in my workspace feels comfortable.	I feel that the air condition in my workspace supports my daily activities.	I feel that the organization's values are reflected in the daily work culture.	I see that the leadership and colleagues consistently apply the organization's values.
	.668*	.710**	.513*	.567**	.711**	.642**	.690**	.622**	.655**	.674**	.706**	.647**
	I feel safe working at my current workplace.	My workplace has clear security procedures that are well implemented.	I feel safe working at my current workplace.	My workplace has clear security procedures that are well implemented.	I feel a strong sense of camaraderie with my coworkers.	Team work in my workplace runs smoothly and harmoniously.	I know my coworkers well.	I find it easy to communicate and interact with my coworkers.	I always strive not to be self-centered in my work.	I prioritize the interests of the team and organization in my work.		
.707*	.733**	.697*	.686**	.511**	.564**	.543**	.581**	.466**	.486**			

Employee Performance	I always strive to produce high-quality work.	The results of my work always meet the established standards.	I always complete tasks on time or even earlier.	I have good time management skills to complete tasks.	I often propose new ideas to improve team performance.	I am proactive in finding solutions to problems that arise in work.	I feel I have sufficient ability to carry out my job tasks.	I continue to learn and develop my skills to improve performance.	I can communicate well with colleagues, superiors, and other relevant parties.	I am able to convey information clearly and effectively.
	.656*	.796**	.756*	.786**	.705**	.775**	.724**	.732**	.762**	.715**

Note:

- * : significant at $p < 0.05$ level
- ** : significant at $p < 0.01$ level

All items marked with ** are considered valid, as indicated by significant correlation values ($r > 0.3$ or $r > 0.5$) between each item and the total construct score. Higher correlation values, especially those marked with **, demonstrate strong measurement of the intended constructs. Based on the Pearson Correlation validity test, all items related to Workload, Work Environment, and Employee Performance show significant correlations with their respective constructs. Since most correlation values exceed 0.5, it can be concluded that the instruments used in this study are valid and appropriate for measuring the intended variables.

Reability Test

Table 5. Reability Test

Variable	Cronbach's Alpha
Workload	0,889
Work Environment	0,924
Work Performance	0,906

The reliability test results using Cronbach's Alpha indicate that all variables have values above the minimum threshold of 0.7, demonstrating good reliability. Specifically, the Workload variable scored 0.889, the Work Environment 0.924, and Employee Performance 0.906. These values reflect high internal consistency, confirming that the research instruments are reliable for consistently measuring the studied variables.

**Classical Assumption Test
Normality Test**

Table 6. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		173
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	3.17765810
Most Extreme Differences	Absolute	0.109
	Positive	0.109
	Negative	-0.052
Test Statistic		0.109
Asymp. Sig. (2-tailed)		.000 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on the results of normality testing, the results obtained from the asymp. Sig value of 0.000 which is less than 0.05, meaning that the data is not normally distributed. However, according to the “central limit of theorem” the amount of data processed includes large data, namely more than 30 observations, it can be assumed that the data is considered normally distributed (Hardani et al., 2017).

Multicollinearity Test

Table 7. Multicollinearity Test

Variable	VIF
Workload	1,729
Work Environment	1,729

Based on the results of the multicollinearity test using the Variance Inflation Factor (VIF), both independent variables—Workload and Work Environment—exhibited VIF values of 1.729. This figure is well below the commonly accepted threshold of 10, indicating that multicollinearity is not a concern in this model. Therefore, it can be inferred that the regression model is free from significant multicollinearity issues, and the independent variables do not exhibit high intercorrelation, making the model suitable for further analysis.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test

Variable	Sig
Workload	0,744
Work Environment	0,064

According to the results presented in the heteroscedasticity test table, both the Workload and Work Environment variables have significance (p) values exceeding 0.050. This indicates that the assumption of homoscedasticity is met, and there is no evidence of heteroscedasticity affecting the regression model.

Autocorrelation Test

Table 9. Autocorrelation Test

Durbin – Watson
1,919

Based on the results of the autocorrelation test using Durbin-Watson (DW) which shows a value of 1,919, it can be concluded that there is no significant autocorrelation in the regression model. The DW value close to 2 indicates that the data meets the assumption of residual independence, so that the regression model can be used optimally without autocorrelation problems that can affect the validity of the analysis results.

Multiple Linear Regression Test

Table 10. Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.633	3.819		8.283	0.000
	Workload	-0.172	0.051	-0.274	-3.369	0.001
	Work Environment	0.149	0.032	0.374	4.595	0.000

a. Dependent Variable: Employee Performance

Based on the results of multiple regression analysis, the regression equation is obtained:

$$\text{Employee Performance} = 31.633 - 0.172X_1 + 0.149X_2$$

The interpretation of the regression coefficients indicates that the Workload variable has a negative effect on Employee Performance, with a coefficient of -0.172. This suggests that, holding other variables constant, a one-unit increase in Workload is associated with a 0.172 decrease in Employee Performance. In contrast, the Work Environment variable shows a positive influence on Employee Performance, with a coefficient of 0.149, implying that a one-unit improvement in the Work Environment corresponds to a 0.149 increase in Employee Performance.

Hypothesis Testing

F test

Table 11. Anova Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	928.673	2	464.337	45.451	.000 ^b
	Residual	1736.772	170	10.216		
	Total	2665.445	172			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Workload, Work Environment						

The Sig. value of 0.000 < 0.050 is obtained, which means that the regression model simultaneously has a significant effect on the dependent variable, namely Employee Performance. In other words, the Workload and Work Environment variables together have a significant influence on Employee Performance. This shows that the regression model used is feasible and can explain variations in the dependent variable well.

R2 Test

Table 12. Coefficient of Determination Table

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.590 ^a	0.348	0.341
a. Predictors: (Constant), Workload, Work Environment			
b. Dependent Variable: Employee Performance			

Based on the results of the coefficient of determination (R Square) test, the R Square value is 0.348. This shows that the independent variables, namely Workload and Work Environment, can explain 34.8% of the variation in the dependent variable, namely Employee Performance. The remaining 65.2% is explained by other factors not included in the model.

T Test

Table 13. Hypothesis Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.633	3.819		8.283	0.000
	Workload	-0.172	0.051	-0.274	-3.369	0.001
	Work Environment	0.149	0.032	0.374	4.595	0.000

a. Dependent Variable: Employee Performance

Effect of Workload on Employee Performance

The regression coefficient value (B) for the Workload is -0.172 with a significance value of 0.001. Because the significance value is smaller than 0.05, Workload has a significant effect on Employee Performance. The negative regression coefficient indicates that the higher the workload, the employee performance tends to decrease.

Effect of Work Environment on Employee Performance

The regression coefficient value (B) for the Work Environment is 0.149 with a significant value of 0.000. Because the significance value is smaller than 0.05, the Work Environment has a significant effect on Employee Performance. The positive regression coefficient indicates that the better the work environment, the employee performance tends to increase.

Discussion

Workload and its Effect on Work Performance

Employee performance denotes the outcomes produced by an individual while fulfilling their duties and responsibilities, assessed in terms of both quality and quantity. Performance extends beyond the attainment of individual objectives; it is also integral to the overall success of an organization (Triansyah et al., 2023). Employee performance can be assessed by evaluating productivity and effectiveness in the completion of assigned tasks (Purnamasari et al., 2024). (Basalamah et al., 2021) indicate that workload is a factor influencing the risk of decreased employee performance. The workload results from the interplay between the demands of the work environment and the worker's skills and perceptions. The work environment imposes different workloads on employees based on the nature of their jobs (Wibowo et al., 2023).

The findings indicate that workload has a detrimental impact on employee performance, demonstrated by a significance value of 0.001 and a negative coefficient of -0.172. The findings are consistent with the

research conducted by Nugraheni et al. (2022), which demonstrated that workload adversely affects employee performance. Additional research conducted by Alfian & Rahmana (2023), Septyaningsih & Palupiningdyah (2017), and Agustin et al. (2022) demonstrates that workload has a negative and significant impact on employee performance. The findings underscore workload as a significant determinant affecting the performance of honorary workers or volunteers. The findings indicate an inverse relationship between workload and employee performance, suggesting that an increase in workload is associated with a decline in the quality of work produced by honorary employees. The negative coefficient indicates that an increased workload elevates employee stress levels, which subsequently impairs optimal performance. An excessive workload can hinder an employee's capacity to deliver high-quality work.

Based on these findings, subsequent research should investigate strategies for effectively managing workload to sustain or improve employee performance. Examining factors such as workload distribution, task prioritization, and job design may yield important insights for mitigating the adverse effects of excessive workload. Incorporating mediating factors such as motivation, job satisfaction, and stress management strategies may enhance the understanding of employee coping mechanisms in response to high workloads. Furthermore, comparative analyses across various industries and job functions may ascertain whether performance issues related to workload are specific to certain sectors or are universally applicable. Longitudinal studies may investigate the evolution of workload dynamics, and the implementation of interventions aimed at maintaining employee productivity over time (Basalamah et al., 2021; Wibowo et al., 2023).

Work Environment and its Effect on Work Performance

Research by Wiryawan et al. (2020) indicates that performance encompasses both the quality and quantity of work over a designated timeframe, reflecting how well individuals or groups fulfill job requirements to achieve organizational objectives. The findings indicate that the work environment affects employee performance at the Pharmacy Installation. Empirical evidence indicates a parameter coefficient of 0.19, accompanied by a t-statistic of 2.04, exceeding the threshold of 1.96, and a p-value of 0.042, which is below the significance level of 0.05. This study concludes that the work environment significantly affects employee performance in this unit (Wiryawan et al., 2020).

The research findings are corroborated by both earlier and more recent studies. Emela et al. (2024) demonstrated that the work environment influences employee performance at PT. Cida Supra Metalindo. Research conducted by (Siagian et al., 2022) yielded comparable findings for employees at the Secretariat of the National Pharmacy Committee within the Ministry of Health of the Republic of Indonesia. A study by Diamantidis & Chatzoglou (2019) indicates that the

work environment influences employee performance in global manufacturing companies. Numerous studies indicate that the work environment has a substantial impact on employee performance, highlighting the necessity of establishing a supportive workplace to improve productivity (Diamantidis & Chatzoglou, 2019; Emela et al., 2024; Siagian et al., 2022).

Additional research is necessary to investigate different dimensions of the work environment, encompassing physical elements like lighting and noise, social components such as coworker support, and psychological aspects including stress levels and job satisfaction. Mediating factors such as motivation and job satisfaction, along with moderating factors like leadership styles or individual characteristics, may offer valuable insights into the impact of the work environment on employee performance. Subsequent research may examine various industrial sectors to ascertain whether this relationship is universal or context dependent. Long-term research can elucidate the dynamics of the work environment over time and assess how specific interventions may enhance employee productivity (Wiryanawan et al., 2020).

Conclusion

This study offers important theoretical insights by validating the influence of workload and the work environment on employee performance. The results demonstrate that high workloads adversely impact employee productivity, elevating stress levels and diminishing work quality. A conducive work environment positively correlates with employee performance, productivity, and efficiency. The findings contribute to human resource management theories by emphasizing the dual function of workload as a potential stressor and the work environment as a facilitator of performance enhancement. This study highlights the necessity of balancing workload and fostering a supportive workplace, especially in sectors dependent on employee engagement and continuous productivity. This research provides a framework for understanding the interaction between workload and work environment in shaping employee outcomes. Organizations should prioritize workload management and workplace enhancements to optimize employee performance. Equitable task distribution, modifications in job design, and task prioritization can alleviate the negative impacts of excessive workload. Simultaneously, improving workplace conditions—through enhancements in physical factors like lighting and noise control, the strengthening of social support networks, and the promotion of a positive organizational culture—can markedly enhance employee well-being and efficiency. Organizations ought to allocate resources toward stress management programs, leadership development, and employee engagement initiatives to promote sustainable performance. These interventions are essential in sectors where variations in workload and environmental conditions directly affect productivity.

Limitation

Although this study offers valuable insights, it has notable limitations in both scope and methodology. The findings are based solely on workplace contexts, limiting their generalizability to other industries or job roles. The exclusive reliance on quantitative survey data also risks response bias, as self-reported measures may not fully capture the complexities of workload and environmental factors. Additionally, the cross-sectional design prevents the establishment of causal relationships between workload, work environment, and employee performance. Future research should address these shortcomings by employing longitudinal designs, incorporating qualitative methods, and involving larger and more diverse samples. Further exploration of mediators such as job satisfaction and motivation, and moderators such as leadership style and organizational culture, is essential to deepen both the theoretical understanding and practical relevance of the findings.

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