



The Influence of Workload and Work Environment on Employee Performance (Courier) J&T Express

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Abstract. Specifically, the purpose of this research is to provide answers to concerns regarding the impact of workload and work environment on the performance of employees at the J&T Express Mamuju branch. The methodology of study that is utilized is known as quantitative research. The method of sampling utilized a saturated sample, which consisted of thirty-five respondents. procedures for collecting data through the use of questionnaires, which were then processed using SPSS version 26. Multiple linear regression analysis is used for evaluating the data. The outcomes revealed that the workload partially had a significant negative effect on the performance of employees (couriers) J & T express mamuju branch, the work environment partially had a significant good effect on the performance of employees (couriers) J & T express mamuju branch, In the meantime, it is possible to draw the conclusion, based on results of statistical calculations based on simultaneous tests, that the workload and the work environment simultaneously affect the performance of employees (couriers) at the J&T Express Mamuju branch. This indicates that the variables of workload and work environment can be used to explain employee performance.

Keywords: Workload, Work Environment, Employee Performance.

1 Introduction

Human life is now inextricably linked to technological advancement, and this has become essential. Online shopping is one of the ways that people's consumption of goods and services is positively impacted by technology use. The shift of buying and selling from traditional systems to digital systems through internet media cannot be denied. The existence of these opportunities of course also boosts the volume of logistics service delivery, this is due to the mutually beneficial relationship between online buying and selling and logistics delivery services. Logistics delivery services have a role to facilitate the delivery of goods to their destination and expand the reach of online buying and selling. So it can be concluded that when online buying and selling increases, the demand for shipping services will also increase.

One of the delivery service companies trusted by the public is J&T *Express*. This shipping service provider or expedition company was established on 20 August 2015. When it comes to providing messaging services between cities, provinces, and even across islands, J&T Express today has thousands of fleets, more than 30,000 skilled

human resources, and 4,000 operating stations. One of the J&T Express branch offices in Indonesia is J&T *Express* Mamuju Branch, this office began operating on 1 April 2016 and has 35 courier fleets ready to deliver packages to all areas in Mamuju Regency. With a sophisticated IT system, 365-day operating hours without holidays, and a fast claim system, making J&T *Express* the first choice for goods delivery services.

The increase in the number of packages certainly affects the targets that must be achieved, so that the workload of employees also increases. With the increase in tasks that exceed the capacity of couriers and not balanced with the increase in the number of couriers, couriers will have difficulty achieving targets which cause performance to decline. Therefore, J&T Express leaders must try their best to find the right strategy to improve employee performance.

In light of this, it is essential for businesses to pay attention to the factors that can maintain a high level of employee performance, because good or high performance can help companies make profits, otherwise if performance drops it can harm the company. As a company that has 365 days of operating hours without holidays, of course employee performance is a measure of the success of J&T *Express* Mamuju Branch. Employee performance is an important thing for J&T *Express* Mamuju Branch to pay attention to. The company certainly expects high performance in all divisions, especially in the courier division (*sprinter*) because this division is the spearhead of the company so that the company can survive in the national service market competition.

Initiatives to enhance employee performance involve monitoring workload. Workload refers to the duties assigned by the organization to employees, which must be done within a specified timeframe, utilizing the employees' talents and capabilities. Meutia & Narpati [1] define workload as the tasks allocated to employees, typically calibrated according to their rank or position. Hafizi [2] asserts that workload refers to the quantity of work required by an organizational position or unit, determined by the interplay between labor volume and time standards. Workload can be defined as a collection of tasks that an organizational unit or post holder is required to do within a specified timeframe.

The workload significantly impacts performance, since efficiently allocating workload is essential for determining the maximum capacity of people and its repercussions on the organization. An excessive workload might impair employees' ability to do assigned jobs effectively. Consequently, if the workload exceeds the employee's capabilities, it may lead to stress and a decline in performance. Research by Altangerel [3] indicates that excessive workload is the primary cause of stress among employees. Research indicated that job overload has a statistically significant adverse effect on employee performance.

Regarding workload, the work environment significantly impacts employee performance, including the provision of suitable facilities, a roomy workspace, and positive relationships and communication between superiors and employees, as well as among colleagues. The work environment is a primary aspect that motivates individuals to perform at their best. H. Wijaya & Susanty [4] define the work environment as all factors around an individual that influence their ability to perform and complete given duties inside a certain region. According to Siahaan [5], the entire

infrastructure and work facilities that surround individuals might have an impact on how well they perform their duties.

Therefore, in order to improve employee performance, the workplace where people work needs to be thoroughly assessed.

The aforementioned statement states that the goal of this study is:

1. Assess how employee performance (courier) at J & T Express Mamuju Branch is affected by workload.
2. To ascertain whether the workplace has a substantial impact on worker performance (courier) at J & T Express Mamuju Branch
3. To determine how employee performance at the J & T Express Mamuju branch (courier) is affected by workload and work environment.

2 Literature Review

2.1 Workload

Workload refers to the collection of tasks that an individual or organizational unit is required to accomplish within a designated timeframe [6]. Wahdaniah and Gunardi [7] contend that workload constitutes a burden of physical, mental, and social tasks undertaken by an individual, which must be accomplished within a specified timeframe, aligned with the individual's physical capabilities and the constraints of the workers bearing the burden. Consequently, a corporation must consider the magnitude of the responsibilities assigned to employees to ensure they can be adequately fulfilled by the individuals involved. The workload is essential for a company; by establishing an appropriate workload, the company can ascertain the number of tasks each employee can accomplish and the impact on its success.

By using job analysis techniques, workload analysis techniques, or other management approaches, workload assessment is a methodical process. It is described as a method for gathering data regarding the efficacy and efficiency of the work carried out by a position holder or organizational unit. The term "workload" describes the entire amount of work that a person does from their place of employment on a particular day, accounting for organizational, environmental, personal, and situational factors. Gunardi and Wahdaniah [7]. Reference. "Workload" is the amount of work results or records of work results that show how much work is produced by a certain group of workers in a particular area.

Based on a couple of the definitions given above, one could conclude that workload is a group of tasks or a number of tasks that an organizational unit or position holder needs to complete in a certain period of time.

2.2 Work Environment

According to Basuki and Susilowati, the term "work environment" refers to everything in the surrounding environment that has the potential to influence, either directly or indirectly, the ability of an individual or group of individuals to carry out their tasks. For instance, providing a pleasant working environment and cultivating

positive relationships with coworkers will contribute to the establishment of a well-established work environment. According to Moh Saiful Bahri [9], the work environment is comprised of space, physical layout, noise, tools, materials, and connections with coworkers. The quality of all of these elements has a beneficial influence on the quality of the work that is produced. By paying attention to a decent work environment, it will be possible to establish ideal working circumstances as well as be able to give motivation to work, and as a result, it will have an effect on the performance of employees.

The term "work environment" refers to a variety of amenities and infrastructure that surround employees at their place of employment. This work environment consists of the workstation, the facilities for the job, the equipment, the cleanliness, the light or illumination, and the calmness. The Narasuci movie from 2018. The general equipment and supplies that are used, the surroundings in which an individual works, the techniques he uses, and the arrangements he creates for his job both individually and collectively are all included in the work environment, according to Sedarmayanti [10]. Consequently, this indicates that the work can be finished in accordance with the appropriate standards and within the time frame that has been stipulated. Consequently, it is possible to draw the conclusion that the work environment encompasses everything that is beneficial for employees to bolster their performance. Assuming that the working atmosphere is pleasant and that there is effective and unobstructed communication between employees, it is unquestionable that the performance that is achieved will be at its highest possible level. Based on the explanations of the work environment that have been presented so far, it is possible to draw the conclusion that the work environment encompasses both the physical location of an employee's place of employment and everything that is in their immediate vicinity.

2.3 Performance

Employment performance is the term used to describe the job performance or outcomes achieved by an employee while performing his or her duties and obligations as delegated or provided by the business. According to Khurosani [11], the terms "job performance" and "actual performance" are the roots of the term "performance." Performance is the amount and quality of work that an employee completes while performing his or her duties in accordance with the responsibilities that have been delegated to him. Performance is the outcome of work that can be completed by an individual or group of individuals within an organization, in accordance with their respective authorities and responsibilities, in order to achieve the organization's objectives in a way that is morally and ethically acceptable, legal, and compliant with the law, according to Fadil Sandewa [12]. On the other hand, Rerung (2019) defines employee performance as the behavior generated on activities that are observable and measurable. An individual's contribution to the achievement of corporate objectives is referred to as employee performance.

It is easy to conclude, based on the definitions given above, that performance is the outcome of the amount and quality of work completed by an individual or group of individuals within an organization or firm over a given time period. This work

demonstrates the extent to which a person or group satisfies job requirements in an attempt to achieve the organization's or company's goals.

3 Research Method

Quantitative research is implemented in this investigation. The survey procedure was implemented in this investigation. The investigation included a total of 35 individuals, all of whom were couriers at the Mamuju Branch of J&T Express. The saturated sampling procedure was implemented in this investigation. Interviews, questionnaires, and documentation are employed to gather data. The data will be analyzed using multiple linear regression analysis, the parsia test (T test), and the simultaneous test (F test).

4 Results

4.1 Analisis Regresi Linier Berganda

The value of the impact that two or more independent factors have on the dependent variable can be predicted using this analytical technique. This tool's objective is to show whether or not one dependent variable and two or more independent variables are influenced by one another. Whether or if there is a causal relationship between the variables, or how much the variables of workload and work environment affect the dependent variable, which is employee performance, is the aim of this research.

Table 1. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	S ig.
		B	Std. Error	Beta		
1	(Constant)	7,017	1,898		3,697	,001
	Beban Kerja	-,112	,040	-,144	-,2826	,008
	Lingkungan Kerja	,697	,038	,940	18,449	,000

a. Dependent Variable: Employee Performance

(Source : Data Primer Outpiut SPSS Versi 26,0 2024)

From the regression results obtained, the following multiple regression equation can be made:

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

$$Y = 7,017 - 0,112 + 0,697$$

The findings of the investigation shown above can be viewed in the following manner:

1. This figure is a constant or state when the variable Y (employee performance) has not been changed by other factors, specifically when the variables X1 (workload) and X2 (work environment) are constant or when $X = 0$, then the value of Y (employee performance) is 7.017. A constant is a value that remains constant across time.
2. The variable X1 (Workload) has a coefficient value of -0.112, which indicates that if there is a 1% rise in the workload variable, there will be a percentage point decrease in the employee performance variable.
3. A coefficient value of 0.697 is displayed for the variable X2 (Work environment). In other words, if there is a one percent increase in the variable that represents the work environment, then there will also be a 0.697 percent increase in employee performance.

4.2 Partial Test (T Test)

Assuming that all other variables stay constant, the t test analyzes the effect of the independent variable on the dependent variable at a 5% confidence level ($\alpha = 0.05$).

- If the probability (significant value) is less than the 5% level of significance (0.05) and the t-count is more than the t-table, then the independent variable has a significant influence on the dependent variable.
- If the probability (significant value) is higher than 5% at the 0.05 threshold of significance and the t-count is less than the t-table, the independent variable is not significantly affecting the dependent variable.

The test criteria are as follows:

0. $t \text{ count} > t \text{ table} = H_0 \text{ rejected, } H_1 \text{ or } H_3 \text{ accepted}$

0. $t \text{ count} < t \text{ table} = H_0 \text{ accepted, } H_1 \text{ or } H_3 \text{ rejected}$

The t table value can be seen in the statistical table for significance 0.05 with $df = n - k$.

Where

k = number of variables (independent+ dependent)

n = number of samples forming the regression.

So, $d = 35 - 3 = 32$ The results obtained for the t table are 1.694

Table 2. Partial Test Results (T Test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	S ig.
		B	Std. Error	Beta	
1	(Constant)	7,017	1,898		,001

Beban Kerja	2	-,11	,040	-,144	-	,0
Lingkungan Kerja		,697	,038	,940	18,4	,0
					49	00

a. Dependent Variable: Kinerja Karyawan

(Sumber : Data Primer Output SPSS Versi 26,0 2024)

Based on Table 2 of the SPSS output results above, we can see where:

Based on the findings shown in SPSS output Table 2, we can determine where:

- It is possible to draw the conclusion that the workload variable has a significant and partially negative influence on the employee performance variable since its t value is greater than the t table value ($2.826 > 1.694$) at a significance level of $0.008 < 0.05$. Thus, H1 is appropriate.
- The work environment variable has a partly positive and significant effect on employee performance variables, as indicated by the fact that its t value is greater than the t table value ($18.449 > 1.694$) at a significance level of $0.000 < 0.05$. As a result, H2 is acceptable.

4.3 Simultaneous Test (F Test)

The F test is employed to determine whether the independent variables have a simultaneous impact on the dependent variable at a confidence level of 5% ($\alpha = 0.05$). The following are the examination criteria:

1. A F count greater than the F table and a probability (significant value) less than 5% ($\alpha = 0.05$) indicate that the independent variables collectively have a significant impact on the dependent variable.
2. The independent variables do not have a significant influence on the dependent variable if the F count is greater than the F table and the probability (significant value) is less than 5% ($\alpha = 0.05$).

The following are the examination criteria:

0. H0 is rejected, and H2 is accepted when the F count exceeds the F table.
0. H0 and H2 are rejected when the F count is less than the F table.

Ftable value can be seen in the statistical table for significance 0.05 with: $d1 = (k-1)$ and $d2 = (n-k)$

Where

k = number of variables (independent + dependent) n = number of samples forming the regression.

So $d1 = (3 - 1) = 2$ and $d2 = (35 - 3) = 32$ 3.295

Then the result of the F table is 3.29

Table 3. Simultaneous Test Results (F Test)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	402,716	2	201,358	176,888	,000 ^b
Residual	36,427	32	1,138		
Total	439,143	34			

0. Dependent Variable: Employee Performance

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

(Source: Primary Data Output SPSS Version 26.0 2024)

The F value of 176.888 is greater than the F table of 3.29, as determined by the ANOVA test or F test. This difference is statistically significant at 0.000. The significance value is significantly less than 0.05, which indicates that the two independent variables of burden and work environment have a substantial impact on employee performance. H3 is therefore approved.

4.4 Determination Coefficient Test

The purpose of this test is to evaluate the model's relationship. The coefficient of determination is a numerical value that indicates the extent to which the independent variables can explain the dependent variable or the extent to which the dependent variable is influenced by the independent variable.

Table 4. Determination Coefficient Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,958 ^a	,917	,912	1,067

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

0. Dependent Variable: Employee Performance

(Source: Primary Data Output SPSS Version 26.0 2024)

The independent variables, namely burden and work environment, are capable of explaining the dependent variable, employee performance, by 95.8%, as evidenced by the R square value of 0.958 in table 4 above.

5 Discussion

5.1 The Effect of Workload on Employee Performance

The first hypothesis (H1) was tested, and the results indicate that workload has a considerable and detrimental impact on courier performance. According to this finding, performance will decline as workload increases. So that the first hypothesis is accepted. This is due to the fact that there is a monthly increase in the number of package deliveries, but this increase is not matched by an increase in the number of couriers. As a result, couriers will have a tough time meeting the goals that have been established by the company. This is important for couriers because if they do not reach the target in one day, this will be an additional target the next day because they have to work on this target as soon as possible so that there is no delay in sending packages to consumers. This is due to the large number of packages, as well as obstacles that occur during the delivery process such as distant package addresses, vehicle conditions, and sometimes unfavourable weather conditions.

The findings of a descriptive study on the indicators of targets that must be attained in the statement that contains the phrase "I always complete all work in accordance with the targets set by the company" A statement that "The work targets given by the company are in accordance with the abilities of employees" should be included in the evaluation, along with a score of 89 and an average value of 2.54 that falls into the low group. Obtain a score of 91, with an average value of 2.60, which places you in the low category as well. The burden that is assigned to couriers is high, and it does not correspond to the capabilities of the courier. As a result, the courier experiences feelings of being overwhelmed and is unable to meet the objective that has been established by the firm.

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The findings of this study are consistent with those of a study that was carried out by Dedi Kuniawan (2023) and titled "The Effect of Non-Physical Work Environment and Workload on Employee Performance of PT JNE East Lampung." The findings of that study indicate that the variables that pertain to workload have a detrimental impact on the performance of couriers working at the PT Tiki Jaluir Nuigraha Eikakuir (JNE) Utama Lampuing Timuir Branch Office. Dani Praditya Setiawan (2016) conducted the same research with the title "The Effect of Workload and Work Environment on Employee Performance of PT Macanan Jaya Cemerlang Klaten East Java." The findings of his research demonstrated that the amount of work that employees were required to do had a negative and significant impact on their overall performance.

5.2 The Effect of Work Environment on Employee Performance

The second hypothesis (H2) was tested, and the results indicate that the work environment has a favorable and significant impact on courier performance. This implies that the courier J & T Express Mamuju branch will operate at its best if a positive work environment is established. In order for the second hypothesis to be approved. The results of descriptive analysis on the statement about "My co-workers support and help me when I need help" get a score of 154 with an average value of 4.40 including in the very high category, the statement about "The equipment and facilities provided in the courier room are adequate" gets a score of 160 with an average value of 4.57 including in the very high category, and, the statement about "I feel safe working in my work environment" gets a score of 150 with an average value of 4.29 also included in the very high category. These results indicate that the work environment of J&T Express Mamuju Branch employees is in the good category because employees feel comfortable with the physical environment and non-physical environment in the company.

An employee will feel more at ease in their position if they have a pleasant working environment, enough amenities, a workplace that is conducive to their work, and positive connections with both their superiors and their coworkers. Employees will be encouraged to do well in their jobs when they are able to feel comfortable in their surroundings and when they receive support from their social environment. This is consistent with the hypothesis that was presented by Mahmudah Enny [13], which claims that the purpose of the work environment is to foster a passion for one's profession, which in turn leads to an improvement in both productivity and performance at work by the employee. A poor working environment will have a negative influence and will lower the level of performance. This is due to the fact that employees will suffer interference while carrying out their tasks, which will cause them to be less enthusiastic and less dedicated to their jobs in terms of both their energy and their thoughts.

From this reasoning, it is feasible to conclude that a positive work environment will lead to high employee performance; conversely, a negative work environment will lead to poor employee performance as well. This research is further supported by a study called "The Effect of Work Environment and Work Stress on the Performance of J&T Express Couriers, Pekutatan Jembrana Bali" that was conducted by Gilang Aprilian Hadi [14]. The study's conclusions showed that the couriers' performance was positively and significantly impacted by the work environment variable. The same study, titled "The Effect of Non-Physical Work Environment and Workload on Employee Performance of PT JNE Lampung Timur," was also carried out by Dedi Kuniawan [15]. The findings of his investigation demonstrated that the work environment variable significantly and favorably affected employee performance.

5.3 The Effect of Workload and Work Environment on Employee Performance.

The results of an experiment aimed at testing the third hypothesis (H3) show that, in the same context, the work environment has a positive effect on employee

performance while the workload variable has a negative effect. The results of this study must be explained in order to partially accept the third hypothesis, which holds that performance is negatively impacted by workload and positively and significantly impacted by work environment.

Poor performance will result from a hefty workload since employees will feel overburdened by the amount of work they must complete. Employees' performance will decline if the task keeps growing without being properly divided, according to Setyawan and Suryani [17]. The large volume of packages that must be delivered each month indicates that there is a substantial amount of work to be done. Because of this, it is more difficult for workers to achieve the objectives set by the company. It is difficult for branch leaders to adjust what level of target should be charged to couriers because of the uncertain number of packages that must be delivered each month, of course when there is a surge in package delivery, the target charged will increase while the company cannot arbitrarily increase the number of courier fleets because the number of packages that must be delivered is uncertain and always changing.

Every time there is a surge in package delivery, couriers must deliver packages with the number that is in accordance with the target and even exceed the target given by the company. Of course they will get their own compensation when they are able to exceed the target given, but health cannot be paid with wages but requires time to rest. The lack of rest time makes employees overworked. The conditions of the work that couriers do every day are also different, sometimes there is damage to the motorbike and uncertain weather conditions. This puts pressure on J&T express couriers in the mamuju branch. This high workload has a negative impact on courier performance, it appears that the workload on employees is still inappropriate.

Aside from an unsuitable workload, factors related to the workplace also have an impact on the decline in employee performance. When the environment is uncomfortable and unsuitable for their tasks, employees feel bored at work. The improvement of a conducive working environment is greatly aided by the presence of a well-designed layout and adequate air circulation. It is not possible to achieve maximal performance improvement through the use of a proportional workload that is not supported by a work environment that is conducive. According to Sedarmayanti [17], if the indicators of the work environment are satisfied, then employee performance will be maximized. Additionally, if the conditions of the work environment are favorable, then employees will feel more at ease while the work environment is in place. It is certain that this comfort will have an effect on the improvement of employee performance; on the other hand, the discomfort of the work environment that employees experience can have catastrophic effects, specifically a decrease in the performance of the employee himself. relationships with coworkers, namely relationships that are peaceful with coworkers and do not involve any mutual fascination or issues amongst coworkers. One of the things that can have an effect on an individual's performance is the presence of harmonious and familial ties. In addition to being one of the supporting processes at work that contribute to improved employee performance, the availability of facilities for employees, namely the equipment that is used to support the smooth operation of complete and up-to-date work, is also in this category. Employees who are given a burden that is proportional to the amount of work they are responsible for will demonstrate superior performance

in an environment that is conducive to work. Due to the fact that the work environment and workload have a substantial impact on employee performance, it follows that all employees who are provided with a workload that is proportional to their workload and a work environment that is comfortable will demonstrate great performance. The findings of this investigation align with earlier research, specifically that of Dedi Kuniawan [15], whose study titled "The Influence of Non-Physical Work Environment and Workload on Employee Performance of PT JNE East Lampung" demonstrated that work environment positively affects employee performance at PT Tiki Jaluir Nuigraha Eikakuir (JNE) Utama Lampung Timuir Branch Office, while workload variables negatively affect performance.

6 Conclusion

The following conclusions can be made in light of the previously stated analysis and discussion:

- The study's findings showed that the workload variable significantly and negatively affected the performance of the staff members who worked as couriers at the J&T Express Mamuju branch.
- The research's conclusions indicate that the work environment variable positively affected, at least partially, the performance of the couriers employed by J&T Express's Mamuju branch.
- The results of this study show that while the work environment has a positive effect on the performance of these couriers, the workload variable has a negative effect on their performance at the J&T Express Mamuju branch.

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