



The Influence of Workload, Work Environment, and Work Discipline on Employee Work Effectiveness

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Abstract: This study aims to analyze the influence of workload, work environment, and work discipline on employee work effectiveness at PT. Yogyakarta Tugu Televisi. The method used is quantitative with data collection through questionnaires distributed to 45 employees. Data were analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of SmartPLS software. The results of the study indicate that workload has a negative and significant effect on employee work effectiveness, meaning that excessive workload can reduce performance. The work environment shows a positive and insignificant effect on employee work effectiveness. Conversely, work discipline was found to have a positive and significant effect on employee work effectiveness. Where it shows that high discipline can improve employee performance. The practical implications of this study are the importance of management in distributing workload proportionally and creating a conducive work environment and improving work discipline to encourage work effectiveness. Theoretically, this study adds to the understanding of the influence of internal factors such as work discipline in improving performance, as well as revealing the important role of workload in influencing employee productivity. This study provides useful insights for organizations in designing strategies to improve employee work effectiveness in the media industry.

Keywords: Workload, Work Environment, Work Discipline, Employee Work Effectiveness

1. Introduction

The development of the television media industry in today's digital era requires every broadcasting company to work more dynamically, professionally, and efficiently. Local television stations such as PT. Yogyakarta Tugu Televisi (Jogja TV) play an important role in delivering information and entertainment to the public. To maintain the quality of broadcasts and services, employee work effectiveness is required, which is the level of alignment between work objectives and the results achieved [1]. In the world of work, effectiveness is influenced by several factors such as workload, working environment conditions, and employee discipline levels. Workload itself is the number of tasks that must be completed within a certain period of time [2]. Excessive workload can cause fatigue and reduce productivity. At Jogja TV, uneven distribution of work

and limited human resources can hinder work effectiveness. In addition, the work environment, both physical and social, also affects employee motivation and effectiveness[3]. Another factor that influences work effectiveness is work discipline. Discipline is a person's willingness and awareness to obey all rules and norms that apply in an organization[4]. Work discipline is reflected in punctuality, efficiency, and responsibility. At Jogja TV, work effectiveness is not yet optimal due to limited employees, inappropriate task distribution, and a lack of SOPs and discipline. Research also shows that workload, work environment, and discipline have a significant effect on work effectiveness. A high workload without good time management support can reduce work effectiveness, as employees tend to experience fatigue and a decline in focus. Meanwhile, research by[5] shows that the work environment has a positive and significant influence on employee work effectiveness. In the study, improvements in the quality of the work environment, such as physical comfort and good social relationships, contributed to increased work effectiveness. In addition,[6] concludes that work discipline plays an important role in increasing effectiveness, as it helps employees complete tasks on time and according to procedures. Optimizing workloads, a conducive work environment, and high discipline are the main factors supporting employee work effectiveness. Researchers found several studies according to[7] that workloads have a negative and significant impact on employee work effectiveness. However, research according to[8] shows that workloads have a positive and significant impact on work effectiveness. Then, research according to[9] shows that the work environment has a positive and significant effect on employee work effectiveness. However, research according to[10] shows that the work environment does not have a significant effect on employee work effectiveness. In addition, research according to[11] shows that work discipline has a positive and significant effect on work effectiveness. Then, research according to[12] shows that work discipline does not have a significant effect on work effectiveness. The differences in these research results indicate that further study is needed on the influence of workload, work environment, and work discipline on work effectiveness, particularly in the context of local media companies such as PT. Yogyakarta Tugu Televisi. By comprehensively understanding these factors, it is hoped that management can design strategies to improve work effectiveness that are more targeted and have a positive impact on the overall performance of the organization.

2. Literature Review

2.1 Job Demands–Resources (JD-R) Theory

Job Demands–Resources (JD-R) Theory. Workload and work environment are two important factors that influence employee work effectiveness. An excessive workload can cause stress and fatigue, but if managed properly, it can encourage enthusiasm, a sense of responsibility, and work productivity. A supportive work environment plays a major role in balancing the workload. According to[13], the alignment between task demands and environmental conditions is crucial for supporting optimal work outcomes. When the work environment matches task requirements, employees will be more focused, motivated, and capable of achieving

effective performance. In addition, leadership and social support in the work environment also play a major role in increasing work effectiveness. Based on research by [14], transformational leadership behavior and social support from coworkers can increase employee motivation and commitment to their work. A work environment that fosters a sense of appreciation and provides opportunities for growth can strengthen employee discipline and responsibility in carrying out their duties. Thus, good workload management and a supportive work environment will directly contribute to improving the work effectiveness of employees at PT. Yogyakarta Tugu Televisi.

2.2 Workload

Workload affects employee performance; excessive tasks and responsibilities can reduce work output due to limited time to complete them [15]. According to another theory explained by [16], he explains that a heavy workload accompanied by low pay can reduce employee motivation and work quality due to an imbalance between effort and reward. According to [17], workload is the process of completing tasks quickly, accurately, and carefully under normal conditions during a certain period of time. According to ([18]), there are six indicators of workload, namely: Target Achievement, Time Utilization, Work Conditions, Work Standards, Mental Workload, and Psychological Workload.

H1 = Workload has a positive and significant effect on Employee Work Effectiveness

2.3. Work Environment

The work environment refers to aspects that influence employee activities within the office, including space, physical layout, noise, tools, materials, and interactions with coworkers [9]. According to [19], the work environment is something that surrounds employees and influences the work process, both physically and non-physically, creating a positive impression. According to [20], the work environment that surrounds employees, both physically and non-physically, certainly has benefits that can be felt by employees. According to [22], the work environment encompasses two dimensions, namely physical and non-physical. The physical environment includes layout, lighting, temperature, and noise that affect work comfort, while the non-physical environment includes social relationships, communication, and organizational support that increase motivation. Both play an important role in creating conducive and effective working conditions. According to [21], the work environment is everything that surrounds workers and can influence them in carrying out their duties or responsibilities. Based on this definition, it can be stated that the work environment is a place where employees carry out their duties and is a working condition for employees who live and work together continuously and produce meaningful actions in carrying out each task and job. According to [22], there are 11 indicators in the work environment, namely: workspace, lighting, work facilities, work tools, air circulation, tranquility, organizational values, work safety, sense of togetherness, mutual acquaintance, and sincerity.

H2 = The Work Environment has a positive and significant effect on Employee Work Effectiveness

2.4 Work Discipline

Work discipline is very important for a company or government agency in

achieving organizational goals. Without good work discipline, it is difficult for a company to achieve optimal results. Good discipline reflects a person's level of responsibility for the tasks they undertake. Discipline is one of the most important operational functions of human resource management, because the higher the work discipline of employees, the higher the performance that can be achieved. Without good work discipline from employees, it will be difficult for companies to obtain maximum work results[23] . According to[24] , work discipline is a form of awareness and willingness of employees to comply with all organizational regulations and applicable social norms. Work discipline serves as a means for leaders to communicate with employees, so that employees are willing to change their behavior to comply with the provisions set by the company. The application of discipline in an organization must be enforced consistently. Without the support of good work discipline from employees, an organization will face difficulties in achieving its goals. Thus, work discipline is one of the main keys to an organization's success in achieving its planned goals. According to[25] , there are four indicators of work discipline, namely: attendance, obedience to superiors, work awareness, and responsibility.

H3= Work discipline has a positive and significant effect on employee work effectiveness.

2.5 Employee Work Effectiveness

Employee Work Effectiveness is a measure of the ability of an individual, group, or organization to achieve goals in a timely manner and with the specified quality[9] . According to[7] , work effectiveness is the extent to which plans can be achieved; the more plans that are implemented, the higher the level of effectiveness or success in achieving the specified goals.[9] states that work effectiveness is used to assess the extent to which a group or organization has succeeded in achieving their goals. According to[26] , there are four indicators of Employee Work Effectiveness, namely: Work Quantity, Work Quality, Time Utilization, and Human Resource Quality Improvement.

3. Conceptual Framework and Research Hypotheses

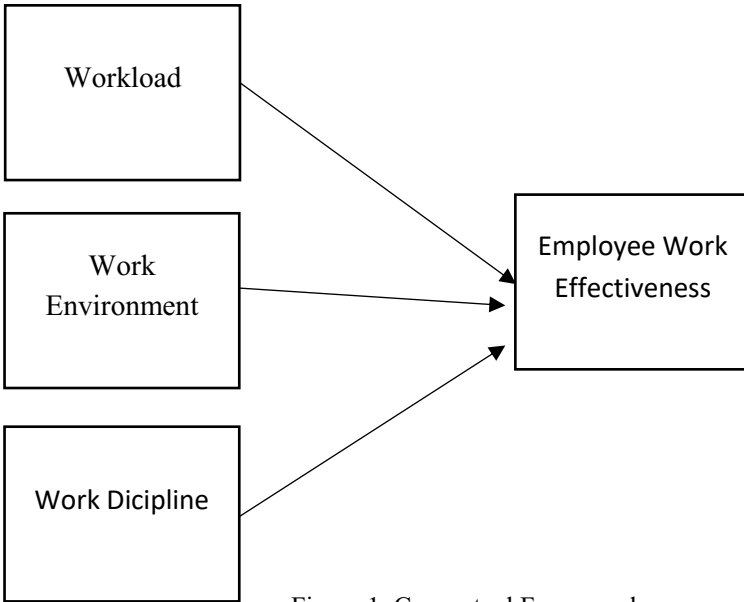


Figure 1. Conceptual Framework

Figure 1. The conceptual framework of this study uses two variables, namely dependent variables and independent variables. The dependent variables are workload, work environment, and work discipline. The dependent variable is employee work effectiveness.

4. Methodology

This study focuses on a population of 45 employees working at PT. Yogyakarta Tugu Televisi. Because the population size is relatively small, this study uses a saturated sampling technique, where all members of the population are used as research samples. Thus, the sample size in this study is 45 respondents. Primary data was obtained by distributing questionnaires directly to all respondents. Respondents were guaranteed anonymity and confidentiality to minimize social desirability bias. The collected data was then tabulated and tested to assess the validity and reliability of the instruments. Descriptive analysis was used to describe the tabulated data, while inferential analysis was performed using Partial Least Square (PLS), which is a form of variance-based Structural Equation Modeling (SEM) with the help of SmartPLS software. Testing with SmartPLS began with a series of indicator validity and reliability tests, including convergent validity (correlation value > 0.50), discriminant validity (AVE value > 0.50), and composite reliability (value > 0.70). Next, model fit testing was conducted by comparing the results of the SRMR, d_ ULS, d_ G, Chi-Square, and NFI criteria. After the model was declared to meet the criteria, hypothesis testing was conducted. This research instrument was developed based on previous studies,[18] ,[22] ,[25] ,[26] , as shown in Table 1 below:

Table 1. Statement Items

Workload	
Achievement of Targets	I feel that the work targets given are difficult to achieve.
Use of Work Time	I often need extra time to complete my work.

Working Conditions	The current work conditions do not support my productivity.
Work Standards	The established work standards are too high.
Mental Workload	I feel that the workload assigned to me causes mental fatigue.
Psychological Burden	The work I am doing does not provide satisfaction.
Work Environment	
Work Space	My workspace provides comfort while working.
Lighting	The lighting in my workspace is sufficiently bright.
Work Facilities	The work facilities available at my workplace are adequate.
Work Tools	The work tools I use function properly.
Air Circulation	The temperature in my workspace is comfortable.
Tranquility	I feel that the organization's values are reflected in the daily work culture.
Organizational Values	I see that leaders and coworkers consistently apply the organization's values.
Work Safety	I feel safe working at my current workplace.
Sense of Belonging	I feel a strong sense of community with my coworkers.
Getting to Know Each Other	I know my coworkers well.
Sincerity	I always try not to be selfish at work.
Work Discipline	
Attendance	I have never been absent in a week. My attendance rate has increased every month.
Compliance with Superiors	I always complete the tasks assigned by my superiors. I always maintain good relationships with my superiors.
Work Awareness	I always do my work according to office hours. I perform my work in accordance with company rules.
Responsibility	I always take responsibility for the work I do. I complete my work with accountable results.
Employee Work Effectiveness	
Work Quantity	I am able to complete my workload according to the specified targets. I produce a volume of work that meets the company's demands.
Work Quality	I perform tasks meticulously and neatly. My work results always meet the established standards.
Time Management	I always arrive on time according to company rules. I am able to complete tasks within the specified deadlines.
Human Resource Development	I strive to improve my skills through work experience or training. I am motivated to continue developing myself in order to produce better work results.

5. Results & Discussion
Respondent Characteristics

The majority of respondents in this study were male, comprising 53.33% of the sample; most were aged between 36 and 50 years old, married, permanent employees, held a bachelor's degree (S1/S2/S3), and had worked for between 1 and 10 years.

Table 2. Respondent Characteristic

	Number (n=111)	Percentage
Gender		
Male	24	53.33%

Female	21	46.67%
Employment Status		
Permanent Employee	42	93.33%
Non-Permanent Employees	3	6.67%
Marital Status		
Married	32	71.11%
Not Married	13	28.89%
Age		
21-35 years old	14	31.11%
36-50 years old	25	55.56%
>50 years old	6	13.33%
Highest Level of Education		
High School/Equivalent	5	11.11%
D1/D2/D3/D4	7	15.56%
S1/S2/S3	33	73.33%
Years of Experience		
1-10 years	35	77.78%
11-20 years	4	8.89%
>21 years old	6	13.33%

Descriptive Analysis

The findings from the descriptive analysis are presented in Table 3 as shown below:

Table 3. Descriptive Analysis

Category	BK	LK	DK	EKK
Strongly Disagree	8%	10%	3%	6%
Disagree	21%	4%	8%	2%
Neutral	38%	32%	27%	33%
Agree	25%	42%	52%	51%
Strongly Agree	8%	12%	10%	9%

Note: W/L = Workload, W/E = Work Environment, W/D = Work Discipline, W/E = Employee Work Effectiveness

38% of respondents were neutral about the Workload variable. Meanwhile, 42% of respondents agreed with the Work Environment variable. Meanwhile, 52% agreed with the Work Discipline variable. And 51% agreed with the Employee Work Effectiveness variable.

Convergent Validity

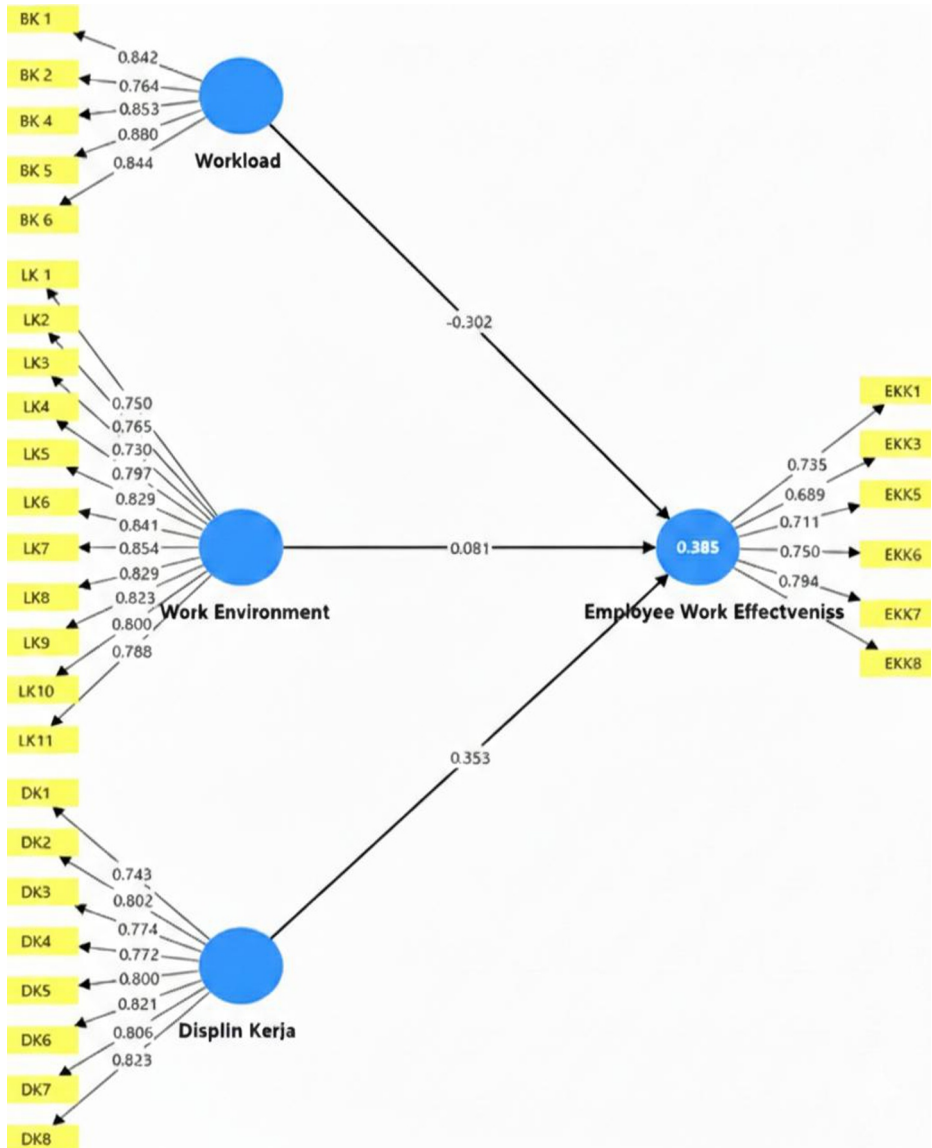


Figure 2. Indicator Testing Results

Figure 2 shows the results of the indicator testing. An indicator has good convergent validity if the factor loading is >0.7. Table 4 displays the tabulation findings.

Table 4. Convergent Validity Test Results

Instrument	BK	LK	DK	EKK	Description
BK1	0.842				Valid
BK2	0.764				Valid
BK4	0.853				Valid
BK5	0.880				Valid
BK6	0.844				Valid
LK1		0.750			Valid
LK2		0.800			Valid
LK3		0.788			Valid
LK4		0.765			Valid
LK5		0.730			Valid
LK6		0.797			Valid
LK7		0.829			Valid
LK8		0.841			Valid
LK9		0.854			Valid
LK10		0.829			Valid
LK11		0.823			Valid
DK1			0.743		Valid
DK2			0.802		Valid
DK3			0.774		Valid
DK4			0.772		Valid
DK5			0.800		Valid
DK6			0.821		Valid
DK7			0.806		Valid
DK8			0.823		Valid
EKK1				0.735	Valid
EKK3				0.689	Valid
EKK5				0.717	Valid
EKK6				0.750	Valid
EKK7				0.794	Valid
EKK8				0.766	Valid

Note: BK = Workload, LK = Work Environment, DK = Work Discipline, EKK = Employee Work Effectiveness

Table 5. Discriminant Validity Test Results

Instrument	BK	LK	DK	EKK	Description
BK1	0.842	0.372	0.516	0.511	Valid
BK2	0.764	0.185	0.317	0.511	Valid
BK4	0.853	0.451	0.349	0.451	Valid
BK5	0.880	0.288	0.485	0.394	Valid
BK6	0.844	0.303	0.514	0.464	Valid
LK1	0.356	0.750	0.320	0.299	Valid
LK2	0.262	0.765	0.399	0.225	Valid
LK3	0.221	0.730	0.245	0.158	Valid
LK4	0.249	0.797	0.450	0.256	Valid
LK5	0.206	0.829	0.358	0.188	Valid
LK6	0.151	0.841	0.442	0.270	Valid
LK7	0.446	0.854	0.598	0.499	Valid
LK8	0.287	0.829	0.559	0.225	Valid
LK9	0.272	0.823	0.565	0.423	Valid
LK10	0.301	0.800	0.371	0.282	Valid

LK11	0.233	0.788	0.324	0.234	Valid
DK1	0.525	0.488	0.743	0.476	Valid
DK2	0.276	0.544	0.802	0.466	Valid
DK3	0.567	0.461	0.774	0.402	Valid
DK4	0.478	0.354	0.772	0.406	Valid
DK5	0.434	0.301	0.800	0.526	Valid
DK6	0.444	0.485	0.821	0.383	Valid
DK7	0.345	0.550	0.806	0.388	Valid
DK8	0.305	0.366	0.823	0.451	Valid
EKK1	0.255	0.341	0.288	0.735	Valid
EKK3	0.405	0.152	0.226	0.689	Valid
EKK5	0.304	0.305	0.369	0.711	Valid
EKK6	0.318	0.113	0.335	0.750	Valid
EKK7	0.358	0.419	0.533	0.794	Valid
EKK8	0.563	0.312	0.568	0.766	Valid

Note: BK = Workload, LK = Work Environment, DK = Work Discipline, EKK = Employee Work Effectiveness

All indicator loadings have a loading factor value >0.7 . Thus, it can be concluded that most indicators have good convergent validity.

Discriminant Validity

As shown in Table 5, an indicator is considered valid if its relationship with its construct is higher than that with other constructs. The results of the discriminant validity test show valid figures because the correlation between items and the same indicator is more significant than the correlation with others. Therefore, it can be stated with confidence that this data shows discriminant validity.

Construct Reliability

Construct reliability is considered strong, as indicated by factor loadings >0.70 and an average extracted variance exceeding >0.50 , as shown in Table 6.

Table 6. Result of Construct Reliability

Variable	Average variance extracted (AVE)	Description
Workload	0.654	Reliable
Work Environment	0.643	Reliable
Work Discipline	0.629	Reliable
Employee Work Effectiveness	0.520	Reliable

Note, AVE = Average Variance Extracted

This analysis confirms that all variables meet the reliability criteria. This is indicated by factor loadings (LF) that are consistently higher than 0.70 and an average variance extracted (AVE) value exceeding 0.50, ensuring the validity and reliability of the measurement model.

Goodness-of-Fit

Model fit testing evaluates the SmartPLS estimation output against the criteria outlined in Table 7

Table 7. Goodness-of-Fit

Parameter	Estimated model	Description
SRMR	0.105	Not fit
d_ ULS	5.154	FIT
d_ G	4,337	FIT
Chi-square	680.780	Not Fit
NFI	0.525	Not Fit

Table 7 shows that Chi Square has an estimated value of 680.780, so the model is said to be Not Fit. Several other indicators, such as SRMR and goodness of fit (GoF), can be declared fit, and one indicator, NFI, is less fit with a value of 0.525.

Hypothesis Testing

Only the results of valid and reliable instrument tests are used in hypothesis testing. Hypothesis testing The results of this study indicate that all hypotheses are accepted, except for the hypothesis stating the impact of harsh leadership on the intention to change jobs, as shown in Table 8.

Table 8. Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	p values	Description
Workload -> Employee Work Effectiveness	-0.302	-0.307	0.147	2.062	0.02	Rejected
Work Environment -> Employee Work Effectiveness	0.081	0.118	0.146	0.555	0.290	Rejected
Discipline -> Employee Work Effectiveness	0.353	0.350	0.194	1,820	0.034	Accepted

Discussion

a. The Effect of Workload on Employee Work Effectiveness

Based on the analysis results in Table 8, the original sample (O) value is -0.302 with a T-statistic of 2.062 and a p-value of 0.020 (< 0.05), indicating that workload has a significant and negative effect on employee work effectiveness. This means that the higher the perceived workload, the lower the work effectiveness of employees. This result is in line with [16], which states that an unbalanced workload can cause stress

and reduce individual performance. The study[27] also shows that workload has a negative effect on work effectiveness, so companies need to divide tasks proportionally so as not to hinder work effectiveness.

b. The Influence of the Work Environment on Employee Work Effectiveness

Based on the analysis results in Table 8, the original sample (O) value is 0.081 with a T-statistic of 0.555 and a p-value of 0.290 (> 0.05), which means that the work environment does not have a significant effect on employee work effectiveness. This shows that the working environment at Jogja TV is not yet a dominant factor in improving work effectiveness. According to[19] , the work environment includes physical and non-physical aspects that affect employees at work. These results are in line with[10] , which found that the work environment has no significant effect because internal factors such as motivation and discipline are more dominant. Therefore, management needs to create a comfortable and supportive work environment to encourage work effectiveness.

c. The Influence of Work Discipline on Employee Work Effectiveness

Based on the analysis results in Table 8, the original sample (O) value is 0.353 with a T-statistic of 1.820 and a p-value of 0.034 (< 0.05), indicating that work discipline has a significant and positive effect on employee work effectiveness. This means that the higher the work discipline, the higher the work effectiveness. Discipline reflects the responsibility and awareness of employees in carrying out their duties. According to[23] , good work discipline makes employees work more orderly, efficiently, and on time, thereby supporting increased work effectiveness in the company.

Conclusion

The conclusion of this study shows that workload, work environment, and work discipline influence employee work effectiveness in different ways. Workload has a negative and significant effect, meaning that excessive workload can decrease employee effectiveness and hinder performance. The work environment shows a positive but insignificant effect, indicating that although supportive physical and non-physical conditions may help employees, they are not strong enough to directly improve effectiveness. Meanwhile, work discipline has a positive and significant impact, as employees with strong discipline tend to work more efficiently, consistently, and productively. These findings provide important insights for companies, particularly PT Yogyakarta Tugu Television, to improve employee work effectiveness by managing workload more proportionally, creating a more supportive work environment, and strengthening work discipline in order to achieve organizational goals more effectively.

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