MOTIVATION, WORKLOAD, AND WORK ENVIRONMENT AS DETERMINANTS OF EMPLOYEE PERFORMANCE: INSIGHTS FROM PT MAJU MAKMUR, INDONESIA

Moh. Sutoro[1*], Dede Solihin[2]
[1]Universitas Binabangsa, Serang, Indonesia
[2]Universitas Pamulang, South Tangerang, Indonesia
Email: m.sutoro@binabangsa.ac.id desolihin86@gmail.com

Abstract
This study investigates the influence of motivation, workload, and work environment on employee performance at PT Maju Makmur, Indonesia. The research aims to analyze how these factors contribute to improving employee performance within the organization. A quantitative method was employed using the Partial Least Squares (PLS) approach to examine the structural relationships among variables. Data were collected from 120 employees through a structured questionnaire and analyzed using SmartPLS 4. The results reveal that motivation and work environment have a positive and significant effect on employee performance, while workload shows a weaker and insignificant influence. These findings indicate that employees with high motivation and supportive work environments tend to perform better, whereas excessive workload can reduce effectiveness. Therefore, organizations should focus on enhancing motivation and maintaining a conducive work environment while ensuring workload remains manageable to sustain optimal employee performance.
Keywords: Motivation, Workload, Work Environment, Employee Performance

INTRODUCTION

In the modern industrial landscape, organizational success is inseparable from the performance of its human resources. Employee performance acts as the foundation for productivity, innovation, and long-term competitiveness (Bahiroh et al., 2022). At PT Maju Makmur one of Indonesia's prominent industrial enterprises the management has recognized that human capital represents not only an operational function but a strategic asset determining corporate excellence. However, inconsistent productivity, declining morale, and suboptimal coordination among employees indicate that performance outcomes have not yet reached their ideal standard (Mukti & Sudarso, 2025).

Motivation is widely considered the most essential psychological driver of employee achievement (Subariyanti & Yulianto, 2021). When employees are intrinsically motivated, they show stronger enthusiasm, discipline, and perseverance to reach their performance targets (Setiawan et al., 2024). Nevertheless, in PT Maju Makmur, differences in motivational intensity are still visible some employees exhibit high dedication, while others tend to perform only the minimum required tasks. This imbalance may arise from inadequate reward systems, unclear career progression, or a lack of supportive leadership (Sudarmadi & Santosa, 2025). These observations highlight the necessity of understanding how motivational structures can be optimized to stimulate continuous high performance.

In parallel, workload management has become a pressing issue in modern organizations. Excessive workload may cause fatigue, stress, and emotional exhaustion, whereas too little work may decrease engagement and purpose (Sinambela, 2020; Irfan & Sukoco, 2024). At PT Maju Makmur, certain departments experience overburdened schedules, leading to inefficiency and decreased

accuracy, while others suffer from idle time due to uneven task allocation. Effective workload balancing is therefore crucial to ensure that every employee's capacity is aligned with the complexity of assigned tasks (Ginting et al., 2021). This balance not only prevents burnout but also promotes optimal productivity (Juana et al., 2023).

The work environment is another pivotal determinant of performance. A conducive environment physically, socially, and psychologically fosters comfort, collaboration, and creative engagement (Khairunnisa & Riyanto, 2020). PT Maju Makmur has invested in improving workplace facilities and operational systems; however, challenges persist. Communication gaps between departments, limited ergonomic support, and an unsupportive social climate still hinder employees from achieving peak performance (Elisabeth, 2023). This condition aligns with prior studies indicating that even technically advanced workplaces fail to maximize performance without psychological and social well-being (Fitriani et al., 2022; Shofiyah et al., 2025).

Despite the abundance of research exploring the effects of motivation, workload, and work environment, most previous studies examine these variables separately or in the context of educational and public institutions (Achmadi et al., 2023; Rima et al., 2021). Limited attention has been devoted to industrial firms in developing economies, particularly in Indonesia, where structural, cultural, and managerial dynamics differ significantly from Western models. This study addresses that empirical gap by analyzing how the three variables jointly and positively influence employee performance at PT Maju Makmur. The findings are expected to expand the theoretical landscape of human resource management in emerging market industries (Usman & Sandyaningrum, 2022).

The novelty of this study lies in its integrative framework, where motivation, workload, and work environment are not treated as isolated determinants but as synergistic and reinforcing constructs. Unlike traditional models that view workload solely as a negative pressure, this research repositions it as a performance enhancer when appropriately managed in harmony with motivational and environmental factors (La'bi' et al., 2024; Tannady, 2023). This conceptual refinement contributes to the evolution of HR performance theory, particularly in dynamic industrial organizations navigating digital transformation.

Furthermore, this study's originality extends to its contextual focus. By examining PT Maju Makmur, the research provides localized evidence from Indonesia's manufacturing sector an area underrepresented in the global HRM discourse (Nugroho et al., 2025). Such empirical grounding enriches international understanding of how socio-cultural and managerial factors interact to shape workforce behavior in Southeast Asia, thereby strengthening cross-regional theoretical applicability (Subarto & Solihin, 2025).

From a managerial perspective, the findings are expected to guide PT Maju Makmur's leadership in redesigning HR policies emphasizing motivation-based incentives, equitable task distribution, and psychologically supportive environments. This practical contribution aligns with prior

studies suggesting that sustainable organizational performance arises from a holistic approach that harmonizes internal motivation, environmental design, and workload fairness (Laili & Sukaris, 2022; Rohmana, 2022).

At the theoretical level, the study synthesizes classical and contemporary frameworks, bridging Herzberg's Two-Factor Theory and workload performance theory with the principles of environmental psychology. This multidimensional integration offers a more comprehensive explanation of how cognitive, emotional, and situational factors converge to influence employee outcomes (Syam et al., 2024). The study thus extends prior findings by demonstrating that a well-calibrated workload and supportive environment amplify the positive effects of motivation, producing a self-reinforcing performance cycle (Rohmana, 2022; Bahiroh et al., 2022).

Moreover, this study's relevance is strengthened by the post-pandemic evolution of work structures. The COVID-19 crisis has accelerated digitalization and remote collaboration, creating new challenges in maintaining engagement, work-life balance, and well-being (La'bi' et al., 2024). Through the lens of PT Maju Makmur, the study offers valuable insights for similar industrial firms adapting to hybrid work models while preserving efficiency and morale. This positioning underscores the study's timeliness and international significance (Irfan & Sukoco, 2024).

In essence, this research seeks to confirm that motivation, workload, and work environment exert positive and mutually reinforcing influences on employee performance. This holistic model provides a fresh perspective that departs from the fragmented analytical traditions of previous literature (Achmadi et al., 2023; Ginting et al., 2021). The results are expected to generate both theoretical advancement and managerial innovation, fostering a strategic HRM paradigm grounded in employee-centered productivity.

Ultimately, the study contributes to both academic enrichment and practical transformation. Academically, it bridges the research gap on integrated performance determinants in Indonesia's industrial sector. Practically, it offers actionable recommendations for PT Maju Makmur and similar enterprises to cultivate a high-performance culture grounded in motivation, balance, and environmental quality. By doing so, the study aspires to strengthen the global dialogue on sustainable human capital development, affirming that empowered employees are the cornerstone of enduring organizational success (Rima et al., 2021; Sudarmadi & Santosa, 2025).

METHOD

The type of research used in this study is quantitative with an associative approach, aiming to analyze the influence of motivation, workload, and work environment on employee performance at PT Maju Makmur, Indonesia. The population in this study consists of all permanent employees of PT Maju Makmur. Because the total population is relatively small, a saturated sampling technique was applied, in which all members of the population were included as respondents. Thus, the total number

of samples used in this study was 50 employees. Data were collected using a structured questionnaire containing statements related to motivation, workload, work environment, and employee performance. The data used in this study are primary data, obtained directly from respondents. The analysis technique employed is Partial Least Squares (PLS) using SmartPLS version 4.0. The analytical procedure includes testing the outer model to assess validity and reliability, and the inner model to evaluate the structural relationships among variables and to test the significance of each path coefficient. This method was chosen because it is suitable for studies with relatively small sample sizes and complex model structures.

RESULTS AND DISCUSSION

Results

The evaluation process began with analyzing the outer loading values, which demonstrate the degree to which each indicator accurately represents its associated latent construct. Indicators are generally considered reliable when the outer loading exceeds the threshold value of 0.50, signifying a strong contribution to the construct being measured. Indicators with lower values may require adjustment or removal. The detailed results of this validity assessment for all construct indicators are summarized in Table 1.

Table 1. Convergent Validity Test Results

Variable	Indicator	Loading Factor	AVE	Information
Motivation	M1	0,847	0,684	Valid
	M2	0,813		Valid
	M3	0,868		Valid
	M4	0,799		Valid
	M5	0,806		Valid
Workload	W1	0,845	0,851	Valid
	W2	0,943		Valid
	W3	0,970		Valid
	W4	0,926		Valid
Work Environment	WE1	0,878	0,729	Valid
	WE2	0,843		Valid
	WE3	0,823		Valid
	WE4	0,867		Valid
	WE5	0,858		Valid
Employee Performance	EP1	0,918	0,803	Valid
	EP2	0,953		Valid
	EP3	0,687		Valid
	EP4	0,960		Valid
	EP5	0,933		Valid

Source: Data processed using PLS 4.0 (2025)

Table 1 shows the results of the convergent validity test for all research variables. All indicators have loading factor values greater than 0.6 and Average Variance Extracted (AVE) values above 0.5, indicating good convergent validity. This means that each indicator is valid in measuring its respective

construct, confirming that the Motivation, Workload, Work Environment, and Employee Performance variables meet the required validity criteria.

Table 2. Discriminant Validity Test Results (Fornell-Lacker Criterion)

	Employee Performance	Motivation	Work Environment	Workload
Employee Performance	0,896			
Motivation	0,538	0,827		
Work Environment	0,699	0,451	0,854	
Workload	0,668	0,377	0,649	0,922

Source: Data processed using PLS 4.0 (2025)

Table 2 presents the results of the discriminant validity test using the Fornell-Larcker criterion. The square root of the AVE for each variable is greater than its correlation with other constructs, indicating that all variables are distinct and measure different concepts. Therefore, the constructs of Motivation, Workload, Work Environment, and Employee Performance meet the requirements for discriminant validity.

Table 3. Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Motivation	0,886	0,897	0,915
Workload	0,941	0,953	0,958
Work Environment	0,908	0,928	0,931
Employee Performance	0,935	0,937	0,953

Source: Data processed using PLS 4.0 (2025)

Table 3 displays the reliability test results for each variable. All constructs show Cronbach's alpha and composite reliability (rho_a and rho_c) values exceeding 0.70, indicating strong internal consistency and reliability. These results confirm that the indicators used to measure Motivation, Workload, Work Environment, and Employee Performance are reliable and consistently represent their respective constructs.

Table 4. Coefficient of determination test (R^2)

	R-square	R-square adjusted
Employee Performance	0,614	0,589

Source: Data processed using PLS 4.0 (2025)

Table 4 presents the results of the coefficient of determination (R^2) test. The Employee Performance variable has an R-square value of 0.614 and an adjusted R-square value of 0.589, indicating that 61.4% of the variance in employee performance can be explained by Motivation, Workload, and Work Environment, while the remaining 38.6% is influenced by other factors not included in the model.
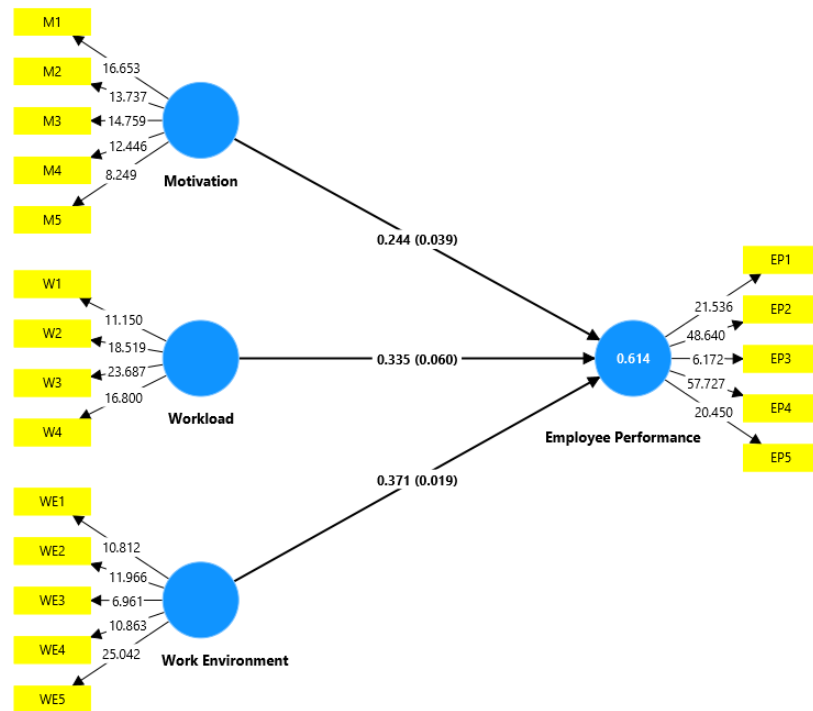
Figure 1. Bootstrapping Test Results

Source: Data processed using PLS 4.0 (2025)

Hypothesis testing examined direct and indirect relationships among variables in the research model, with job stress as a mediator. The analysis considered original sample values to assess effect strength, t-statistics to evaluate significance, and p-values to guide decisions. Results of the hypothesis testing are summarized in Table 5.

Table 5. Hypothesis Test Results

	Original sample	Sample mean	Standard deviation	T statistics	P values
Motivation -> Employee Performance	0,244	0,248	0,118	2,068	0,039
Workload -> Employee Performance	0,335	0,328	0,178	1,882	0,060
Work Environment -> Employee Performance	0,371	0,380	0,158	2,346	0,019

Source: Data processed using PLS 4.0 (2025)

Table 5 shows the results of the hypothesis testing. The paths from Motivation and Work Environment to Employee Performance have p-values of 0.039 and 0.019, respectively, both below 0.05, indicating a significant positive influence. Meanwhile, the path from Workload to Employee Performance has a p-value of 0.060, which is above 0.05, suggesting that its effect is positive but not statistically significant. Overall, these results imply that Motivation and Work Environment significantly enhance employee performance, while Workload does not have a significant direct impact.

Discussion

The Influence of Motivation on Employee Performance

The results show that motivation has a significant positive effect on employee performance, indicating that employees with higher motivation tend to demonstrate better work results and productivity. Motivation acts as an internal driving force that directs individuals to achieve organizational goals effectively. According to Herzberg's Two-Factor Theory, motivation arises from intrinsic factors such as achievement, recognition, and responsibility, which enhance performance quality. This finding aligns with Elisabeth (2023) and Setiawan et al. (2024), who found that motivated employees exhibit higher enthusiasm and commitment in completing their tasks. Similarly, Achmadi et al. (2023) revealed that work motivation significantly contributes to improving teacher performance through greater initiative and responsibility. In line with Bahiroh et al. (2022), motivation provides psychological encouragement that strengthens employees' efforts to achieve performance targets, confirming that high motivation is a crucial determinant of employee performance improvement.

The Influence of Workload on Employee Performance

The analysis results indicate that workload has a positive but not statistically significant effect on employee performance. This suggests that although an optimal workload can encourage employees to work more efficiently, excessive workload may lead to fatigue, stress, and decreased productivity. Sinambela (2020) emphasizes that an imbalanced workload increases job stress, which can hinder motivation and lower performance. Similarly, Irfan and Sukoco (2024) state that a heavy workload without adequate rest or support reduces the quality of work output. In contrast, Juana et al. (2023) found that a reasonable workload can positively affect performance if it aligns with employees' skills and work capacity. Therefore, managing workload appropriately is essential to maintain both physical and psychological balance, as excessive pressure may undermine performance rather than enhance it.

The Influence of the Work Environment on Employee Performance

The findings indicate that the work environment has a significant positive effect on employee performance. A supportive work environment including good relationships among colleagues, adequate facilities, and comfortable working conditions fosters job satisfaction and improves performance. According to Khairunnisa and Riyanto (2020), a conducive work environment creates emotional comfort that enhances employee productivity and engagement. Likewise, Fitriani et al. (2022) emphasize that the physical and social aspects of the work environment significantly contribute to employee performance through job satisfaction. Ginting et al. (2021) also revealed that employees who perceive their work environment as safe and supportive tend to show better performance and lower turnover intention. In line with Mukti and Sudarso (2025), a positive work atmosphere

strengthens motivation and facilitates the achievement of organizational goals. Hence, improving workplace conditions is a strategic factor in enhancing overall employee performance.

CONCLUSION

This study examined the influence of motivation, workload, and work environment on employee performance. The results indicate that motivation and work environment significantly and positively affect employee performance, while workload has a weaker impact. These findings suggest that employees who are motivated and work in a supportive environment tend to show higher performance levels, whereas excessive workload may reduce efficiency. The study contributes to understanding the key factors that enhance performance and highlights the importance of maintaining a balanced and conducive work atmosphere. Practically, organizations should focus on increasing employee motivation and improving workplace conditions while managing workload effectively to sustain optimal performance. Future research may explore additional variables that mediate or moderate these relationships and employ broader samples to strengthen the generalizability of the results.

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