

The Influence of Work Environment, Workload, and Career Development on Employee Performance

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ABSTRACT

This study investigates the impact of work environment, workload, and career development on employee performance at the Ministry of Religious Affairs in South Papua Province. The research aims to determine the significance of these variables on performance. Using a quantitative method, data were collected through structured questionnaires and analyzed using multiple regression. Results show that work environment and workload significantly affect performance, while career development does not. Simultaneously, all variables collectively impact performance. The findings suggest improving the work environment, managing workload effectively, and enhancing career development opportunities to boost employee performance. Future research should expand the sample size and include additional variables.

ABSTRAK

Penelitian ini mengkaji pengaruh lingkungan kerja, beban kerja, dan pengembangan karir terhadap kinerja pegawai di Kantor Kementerian Agama Wilayah Provinsi Papua Selatan. Penelitian ini bertujuan untuk menentukan signifikansi variabel-variabel tersebut terhadap kinerja. Metode penelitian yang digunakan adalah metode kuantitatif dengan pengumpulan data melalui kuesioner terstruktur dan analisis regresi berganda. Hasil penelitian menunjukkan bahwa lingkungan kerja dan beban kerja berpengaruh signifikan terhadap kinerja, sedangkan pengembangan karir tidak berpengaruh signifikan. Secara simultan, semua variabel tersebut secara bersama-sama mempengaruhi kinerja. Temuan ini mengimplikasikan pentingnya peningkatan lingkungan kerja, manajemen beban kerja yang efektif, dan pengembangan karir untuk meningkatkan kinerja pegawai. Penelitian selanjutnya disarankan untuk memperluas ukuran sampel dan menambahkan variabel lain.



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INTRODUCTION

The establishment of South Papua Province as one of the new autonomous regions created from Papua Province was officially enacted by the House of Representatives (DPR) after ratifying three Draft Laws on the Establishment of Three New Autonomous Regions (DOB) in Papua on Thursday, June 30, 2022. This division was an effort by the government to provide equitable and closer services to the community. Competent human resources (HR) must effectively carry out the assigned duties and responsibilities to realize this goal. Human Resources (HR) are the components of an organization that encompass all the potential resources an individual possesses, including abilities that the organization can utilize to achieve individual and organizational goals (Halmaghi & Bacila, 2018). Every organization has objectives that must be achieved to maintain productivity. In this context, HR can manage and direct the steps needed to implement organizational productivity. The quality of HR is the primary asset that every organization must possess to support a high-quality organization (Rahmonov & Odilov, 2022). Organizational quality is implemented through effective HR management practices that impact employee performance (Chen et al., 2016). Attention to HR is an effort to motivate better work performance (Mangkunegara, 2017). This attention includes

providing facilities every employee needs to perform their tasks effectively. Employee performance is the core outcome of utilizing resources to the organization's potential. Therefore, every organization must be able to support high-quality employee performance.

State-of-the-art HR research highlights the significant roles of the work environment, workload, and career development in influencing employee performance. Anam (2018) emphasizes that a conducive work environment significantly impacts employee satisfaction and performance. Sedarmayanti & Rahadian (2018) further categorize the work environment into physical and non-physical aspects that impact employee performance. Triana & Yofi (2021) confirm the positive influence of a supportive work environment on job satisfaction and performance. Nabila & Syarvina (2022) defines workload as tasks assigned within a specific timeframe using employee skills and potential. Excessive workload can hinder task completion and negatively impact performance. Ewaldy et al. (2022) and Nabawi (2019) found that workload significantly influences performance, indicating that manageable workload levels are crucial for maintaining high performance. Career development is another critical factor. Mangkunegara (2017) describes it as planning future careers to maximize self-development. Studies by Dj & Wahdaniah, (2022) and Amrin & Darwis (2022) show the positive impact of career development on performance. However, Nuriyah et al. (2022) found no significant effect, highlighting the need for further investigation into the unique aspects of career development in different contexts.

While much research has examined the impact of the work environment, workload, and career development on employee performance, gaps still need to be addressed, particularly in newly established regions like South Papua Province. Most studies, such as those by Triana & Yofi (2021) and Noviansyah et al. (2022), have focused on established regions with more stable conditions. Their findings on the positive effects of a supportive work environment may only partially translate to regions undergoing administrative changes. Similarly, while studies by Ewaldy et al. (2022) and Nabawi (2019) found significant impacts of workload on performance, Sitompul & Simamora (2021) did not, indicating that the influence of workload may vary based on specific regional and organizational contexts. Research on career development by Dj & Wahdaniah, (2022) and Amrin & Darwis (2022) shows positive impacts on performance, but Nuriyah et al. (2022) found no significant effect, suggesting differences in implementation and perception.

This study aims to fill existing gaps by exploring the relationships between the work environment, workload, and career development on employee performance in the newly formed South Papua Province. Focusing on this unique context, the research seeks to provide fresh insights into how these factors impact employee performance in a region with new administrative structures and policies. The findings are expected to contribute to a deeper understanding of HR management in diverse and evolving organizational settings. This study's insights will help tailor HR practices to better address the challenges and opportunities presented by newly established regions, ensuring more effective and responsive management strategies. Ultimately, the research aims to support the development of high-performing government organizations in South Papua Province by highlighting key factors that influence employee performance in this dynamic environment.

This study investigates the impact of the work environment, workload, and career development on employee performance at the Ministry of Religion Office in South Papua

Province. It hypothesizes that these factors individually and collectively influence employee performance. A quantitative approach uses structured surveys to collect data on perceptions of the work environment, workload levels, career development opportunities, and overall employee performance. Multiple regression analysis will test the hypotheses and determine the significance and strength of these relationships. The primary objectives are to analyze these influences and provide actionable HR practices and policy recommendations. By understanding the unique challenges in South Papua Province, the study aims to develop effective strategies to enhance employee performance and organizational effectiveness, contributing to HR management knowledge in evolving administrative contexts.

Employee Performance

Employee performance is crucial for organizational success, reflecting how effectively human resources contribute to achieving goals. Baluyos et al. (2019) define performance as the work result achieved based on established job requirements. Sinambela et al. (2021) describe it as the work done by individuals or groups within an organization according to their authority and responsibilities, aiming to meet goals legally and ethically. Sinambela et al. (2021) further note that performance reflects the willingness to complete tasks and meet expected outcomes. Several factors influence employee performance, including individual abilities and external factors like the work environment and organizational support. Varga & Pikó (2015) identifies individual factors such as skills, background, work experience, social level, and demographics. Psychological factors include perception, attitude, personality, motivation, job satisfaction, and stress. Organizational factors encompass leadership, structure, job design, reward systems, and career development. According to Rambulangi et al. (2024), performance indicators include work quantity, quality, timeliness, and commitment. These criteria help organizations measure and enhance performance by setting standards for employees to meet, thereby significantly boosting overall organizational success.

Work Environment

The work environment, a crucial factor in employee satisfaction, includes all aspects that support and influence individual success within an organization. According to Febriana and Susilowati (2022), it encompasses external institutions and forces that impact organizational performance, divided into general and specific environments. The general environment includes social and technological conditions, while the specific environment directly relates to organizational goals. Abun (2021) emphasizes the significant impact of the surrounding work environment on employees' task performance. Laili (2016) defines it as a series of factors influencing human resource management, including internal organizational aspects. Sedarmayanti & Rahadian (2018) identifies factors affecting the work environment, such as color, cleanliness, lighting, ventilation, security, noise, and workspace arrangement. Proper color schemes enhance efficiency and mood, while cleanliness fosters comfort. Adequate lighting, including natural light, is crucial for precision tasks, and good ventilation ensures health. Security guarantees create safety, motivate employees, and noise reduction minimizes concentration loss. Ergonomic workspace arrangements enhance comfort and efficiency. The work environment can be physical, involving tangible aspects like furniture and air quality, or non-physical, involving work relationships and organizational culture. Key indicators of a good

work environment include a pleasant atmosphere, positive coworker relationships, and adequate facilities (Suliman & Aljezawi, 2018). These factors collectively support smooth work processes and employee satisfaction.

Workload

Workload refers to the tasks that individuals or units in an organization must complete within a specific timeframe. It represents the gap between job demands and employee capabilities (Astianto, 2014). A high workload can lead to boredom and fatigue, making workload analysis crucial for determining optimal task intensity Knisely et al. (2021). This analysis aims to allocate the correct number of personnel and distribute responsibilities effectively. Factors influencing workload are external and internal Liu et al. (2024). External factors include physical tasks, organizational structure, work conditions, and the work environment. Internal factors stem from individual characteristics such as gender, age, health, motivation, perception, and satisfaction. These factors can be assessed through physiological and psychological responses. This study uses workload indicators based on Putra (2012), including achievable targets, work conditions, job standards, and time utilization. Targets are the work goals to be met within a specific timeframe. Work conditions involve handling unexpected situations and managing extra work. Job standards reflect the perceived workload and time utilization, which measures the effective use of work hours for production-related activities.

Career Development

Career development is not just a personal journey but a crucial tool for aligning individual and organizational goals. Employees need to be motivated to improve their performance. It involves personal growth activities to achieve desired career levels (Handoko, 2008). This includes career planning with realistic goals (Sunyoto, 2012). Achieving career milestones provides satisfaction, which enhances performance, making career development a priority for organizations. According to Zainal & Sagala (2011), career development factors include job performance, exposure, work networks, organizational loyalty, mentorship, and growth opportunities. High job performance and exposure through achievements enhance recognition. Work networks, both personal and professional, are beneficial for career growth. Organizational loyalty impacts career advancement, with low loyalty often due to unmet expectations. Mentorship provides career advice and development opportunities. Training and education opportunities foster employee growth that is aligned with career plans. Career development aims to align individual and organizational goals, enhance well-being, realize potential, strengthen relationships, demonstrate social responsibility, support company programs, reduce turnover, prevent obsolescence, and encourage long-term planning (Mangkunegara, 2017). Key indicators include access to promotion information, interest in promotions, and satisfaction levels (Siagian, 2011). Employees expect promotion opportunities, fostering career interest, and achieving satisfaction through progression.

RESEARCH METHODS

This quantitative research aims to examine the influence of Work Environment (X1), Workload (X2), and Career Development (X3) on Employee Performance (Y). Ferdinand (2014)

states that quantitative research allows for empirical hypothesis testing. The study was conducted at the Ministry of Religious Affairs offices in South Papua Province, including Merauke, Boven Digoel, Mappi, and Asmat, from November 2022 to March 2023. The population consisted of 195 employees, with a sample size of 131 determined using the Slovin formula and selected through probability sampling and cluster sampling methods. Data were collected via questionnaires with Likert scales measuring variables like work environment, workload, career development, job involvement, and job satisfaction. Analysis was performed using Multiple Linear Regression with SPSS version 24. Preliminary tests included the validity and reliability of the instruments, descriptive analysis, and classical assumption tests (normality, multicollinearity, and heteroscedasticity). Hypotheses were tested using t-tests and F-tests, and the coefficient of determination (R^2) was used to measure the model's explanatory power for the dependent variable. The structured approach ensures the research's rigor and validity in understanding the factors affecting employee performance.

RESULTS AND DISCUSSION

Result

Validity and Reliability Test

Validity testing measures whether a questionnaire accurately captures its intended variables by analyzing the correlation between individual item scores and the total score. The item is considered valid if the calculated r-value exceeds the r-table value ($df = 129$). Conversely, a lower r-value indicates invalidity. Reliability testing measures a questionnaire's consistency over time. SPSS and Cronbach's Alpha values above 0.70 indicate reliability (Ghozali, 2016). The reliability analysis for each variable, performed using SPSS 24, confirmed that all variables had Cronbach's Alpha values greater than 0.70, indicating reliable measurements.

Based on Table 1, all items used to measure Work Environment, Workload, Career Development, and Employee Performance have r-calculated values more significant than the r table with a significance level (2-tailed) smaller than 0.05, confirming the validity of all instruments. The reliability test results indicate that Cronbach's alpha values for these variables are all above 0.70. Therefore, all indicators for the four variables used in this study are reliable. Consequently, the research can proceed, as both validity and reliability criteria are met.

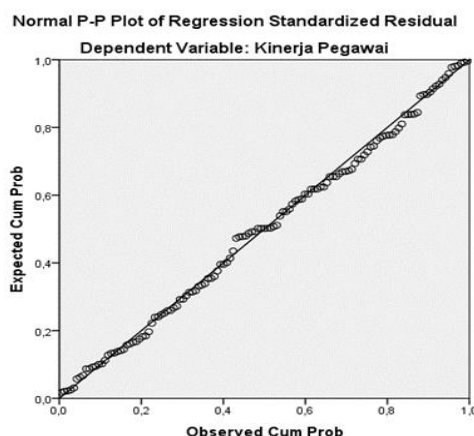
Normality Test

The normality test aims to determine whether the data distribution for the variables is normal. This can be assessed using the Normal P-plot graph. The level of normality is indicated by the spread of points on the graph. The data is considered normal if the points closely follow the diagonal line. Conversely, the data does not meet the normality assumption if the points deviate significantly from the diagonal or do not follow its direction.

Table 1. Validity and Reliability Test Results

Variable	Item	r calculated	r table	Sig (2- tailed)	Validity	Cronbach's Alpha	Reliability Standard	Reliability
Work Environment (X1)	Work	0.910	0.1716	0.000	Valid	0.874	0.70	Reliable
	Atmosphere							
	Work Facilities	0.903	0.1716	0.000	Valid			
	Relationship with Coworkers	0.866	0.1716	0.000	Valid			
Workload (X2)	Targets to be Achieved	0.707	0.1716	0.000	Valid	0.796	0.70	Reliable
	Work Conditions	0.873	0.1716	0.000	Valid			
	Job Standards	0.829	0.1716	0.000	Valid			
	Time Utilization	0.738	0.1716	0.000	Valid			
	Information on Promotion	0.851	0.1716	0.000	Valid			
Career Development (X3)	Interest in Promotion	0.898	0.1716	0.000	Valid	0.839	0.70	Reliable
	Satisfaction Level	0.860	0.1716	0.000	Valid			
Employee Performance (Y)	Work Quantity	0.834	0.1716	0.000	Valid	0.799	0.70	Reliable
	Work Quality	0.833	0.1716	0.000	Valid			
	Timeliness	0.753	0.1716	0.000	Valid			
	Work Commitment	0.742	0.1716	0.000	Valid			

Source: Data processed with SPSS 24 (2024)

**Figure 1. Normality Test Result**

Source: Data processed with SPSS 24 (2024)

Figure 1 shows that the independent variable (X) and the dependent variable (Y) are normally distributed, as indicated by the data distribution around the diagonal line.

The Kolmogorov-Smirnov test was also used to further ensure the accuracy of data normality. The normality of the data is confirmed if the Test Statistic and Asymp. Sig (2-tailed) values are more significant than 0.05.

Table 2. Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		131
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,49067641
Most Extreme Differences	Absolute	,045
	Positive	,039
	Negative	-,045
Test Statistic		,045
Asymp. Sig. (2-tailed)		,200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: Data processed with SPSS 24 (2024)

Based on Table 2, the Test Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05. Therefore, the data tested are normally distributed.

Multicollinearity refers to a perfect or specific relationship among some or all variables in a regression model. A good model should not have correlations among independent variables. It is tested using tolerance values and the Variance Inflation Factor (VIF). There is no multicollinearity if tolerance values are more significant than 0.10 and VIF values are smaller than 10. The test results are shown in the table below – heteroskedasticity testing checks for variance inequality in residuals across observations. A good regression model should have homoskedasticity. The Glejser test detects heteroskedasticity. If the significance value is more significant than 0.05, there is no heteroskedasticity; heteroskedasticity is present if it is smaller than 0.05 (Widarjono, 2007).

Table 3. Multikolinearitas and Heteroskedastisitas Test Results

Variable	Tolerance Value	VIF	Multicollinearity	Coefficient	Significance	Heteroskedasticity
Work Environment (X1)	0.419	2.385	No	0.028	0.535	No Heteroskedasticity
Workload (X2)	0.304	3.294	No	0.027	0.526	No Heteroskedasticity

Career Development (X3)	0.405	2.471	No	-0.002	0.967	No Heteroskedasticity
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Source: Data processed with SPSS 24 (2024)

Based on Table 3, the VIF values are less than 10, and the tolerance values are more significant than 0.10. This indicates that the regression model does not suffer from multicollinearity, meaning there is no significant correlation among the independent variables, making it suitable for further analysis. Additionally, Table 3 shows no heteroskedasticity for the variables Work Environment, Workload, and Career Development, as the significance levels are all greater than 0.05. Specifically, the Work Environment variable has a significance level of 0.535, Workload 0.526, and Career Development 0.967, confirming the absence of heteroskedasticity.

Multiple Regression Analysis Hypothesis Test

Table 4: Multiple Linear Regression Results Partial Test (t-test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.304	.556		2.345	.021
Work Environment	.407	.075	.339	5.392	.000
Workload	.517	.072	.535	7.233	.000
Career Development	.095	.071	.086	1.341	.182

a. Dependent Variable: Employee Performance

Source: Data processed with SPSS 24 (2024)

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

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 1,304 + 0,407X_1 + 0,517 X_2 + 0,095 X_3 + \varepsilon$$

Based on the results, it can be explained as follows: The constant value of 1.304 indicates that if the variables Work Environment, Workload, and Career Development are considered constant, the Employee Performance variable will increase by the constant value of 1.304. The coefficient for Work Environment is 0.407, which signifies that for every one-unit increase in Work Environment, Employee Performance will increase by 0.407, assuming other variables remain constant. The coefficient for Workload is 0.517, indicating that for every one-unit increase in Workload, Employee Performance will increase by 0.517, assuming other variables remain constant. The coefficient for Career Development is 0.095, suggesting that for every one-unit increase in Career Development, Employee Performance will increase by 0.095, assuming other variables remain constant.

The partial significance test (T-Statistics Test) is a crucial tool in our analysis. It examines the partial effects of variables and helps us understand their significance in the model. We tested the hypothesis with a significance level of $\alpha = 5\%$ (significance 5% or 0.05) using the following criteria: H_a is rejected, and H_o is accepted if the t calculated is less than or equal to the t table or the sig value is greater than or equal to 0.05. Conversely, H_a is accepted, and H_o is rejected if the t calculated is greater than or equal to the t table or the sig value is less than or equal to 0.05.

Based on a t -table value of 1.65704, the results show that the Work Environment variable has a t -calculated value greater than or equal to the table, precisely 5.392 greater than or equal to 1.65704, with a significance level of 0.000 less than or equal to 0.05. Thus, H_a is accepted, and H_o is rejected, indicating that the Work Environment variable has a positive and significant partial effect on Employee Performance. For the Workload variable, the partial significance test reveals a t -calculated value that is greater than or equal to the t table, precisely 7.233 greater than or equal to 1.65704, with a significance level of 0.000 less than or equal to 0.05. This result is significant as it indicates that the Workload variable has a positive and significant partial effect on Employee Performance, underscoring its importance in our model. Turning to the Career Development variable, the partial significance test shows a t -calculated value that is less than or equal to the t table, precisely 1.341 less than or equal to 1.65704, with a significance level of 0.182 greater than or equal to 0.05. While this result means that we must reject H_a and accept H_o , indicating that the Career Development variable has a positive but not significant partial effect on Employee Performance, it is essential to note that it still has a positive influence.

The F-test indicates whether all independent variables in the model collectively affect the dependent variable. The hypothesis is accepted at a 5% significance level if the F -calculated is greater than the F -table, showing a simultaneous effect of Work Environment, Workload, and Career Development on Employee Performance. With $df = n-k-1$, the F -table value in this study is 3.07. The coefficient of determination (R^2) indicates the extent of the effect between the dependent variable (Y) and the independent variables (X_1, X_2, X_3), measuring the contribution of independent variables to the dependent variable. R -values range between 0 and 1.

Table 5 Simultaneous (F-Test) and R^2 Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
Regression	1082.056	3	360.685	158.570	0.000	0.888	0.789	0.784	1.50818	2.050
Residual	288.875	127	2.275							
Total	1370.931	130								

a. Dependent Variable: Employee Performance

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

Based on the F-test results, the calculated F-value is 158.570, more significant than the F-table value 3.07. Thus, H_0 is rejected, and H_a is accepted, with a significance level of 0.000, more diminutive than 0.05. This indicates that Work Environment, Workload, and Career Development simultaneously positively and significantly affect Employee Performance. The R^2 value of 0.784 (78.4%) shows that the independent variables explain 78.4% of the variation in the dependent variable, Employee Performance, while other variables outside the model influence the remaining 21.6%.

Discussion

Effect of Work Environment on Employee Performance

The study's findings reveal that the Work Environment has a significant partial effect on Employee Performance, indicating that an improved work environment correlates with higher employee performance. This aligns with foundational concepts in organizational behavior, emphasizing that employees' work in the physical and social environment is integral to their overall performance. When employees feel secure and satisfied with their work environment, their productivity and performance levels naturally rise. This study corroborates previous research by Triana & Yofi (2021) and Noviansyah et al. (2022), finding a positive and significant relationship between the work environment and employee performance. The work environment, assessed through indicators such as work atmosphere, facilities, and coworker relationships, has significantly enhanced its performance. A conducive work environment can effectively meet employees' needs and foster harmonious coworker relationships, substantially improving performance. These findings underscore the critical role of a supportive work environment in driving employee performance. They highlight organizations' need to create a comfortable and resourceful workplace to optimize employee productivity. The study's alignment with existing literature further validates the hypothesis that the work environment is a pivotal factor influencing employee performance, reinforcing the need for continuous improvement in workplace conditions.

Effect of Workload on Employee Performance

The study's findings indicate that the Workload variable has a significant partial effect on Employee Performance. This aligns with the fundamental concept that workload represents the tasks employees must complete within a specified timeframe (Munandar, 2001). A manageable workload demands that employees effectively handle and complete tasks to achieve satisfactory organizational results. To attain organizational goals, optimal input from employees is crucial. Employees who are not overwhelmed by their workload tend to work harder and perform better. Generally, employees feel satisfied with their jobs even if the workload is heavy, provided that the workload contributes to improved performance. This study's results are consistent with previous research conducted by Ewaldy et al. (2022), Nabawi (2019), and Safdar et al. (2019), which also found that workload positively and significantly impacts job

satisfaction. These findings suggest that an appropriate workload can enhance employee performance by fostering a sense of accomplishment and satisfaction. The alignment with existing literature further validates the hypothesis that workload is a critical factor influencing employee performance. This underscores the need for organizations to carefully manage and balance workloads to ensure employees are motivated and able to perform at their best. The study highlights the importance of a well-structured workload in achieving high employee performance and overall organizational success.

Effect of Career Development on Employee Performance

The study's findings indicate that the Career Development variable has a positive but insignificant partial effect on Employee Performance. Career development is a critical factor influencing employee performance in achieving organizational goals. According to Rinawati (2016), career development is closely related to enhancing each employee's skills. It is a method used by organizations to place employees in positions that match their qualifications and experience. However, some employees may need more interest in career development, feeling that their current position and tasks are sufficient. The findings indicate that career development does not significantly impact the performance of employees. This result contrasts with previous studies by Dj & Wahdaniah, (2022) and Amrin & Darwis (2022), which found that career development positively and significantly affects job satisfaction. However, it aligns with Nuriyah et al. (2022), who reported that career development has a negative and non-significant impact on employee performance. These findings highlight the complexity of career development as a motivator. While some employees may benefit from enhanced career paths, others may not perceive it as a critical factor for their performance. This discrepancy suggests that career development initiatives must be tailored to individual employee needs and motivations to be effective. The study underscores the importance of understanding employee perceptions and providing personalized career development opportunities to enhance overall performance.

The Effect of Work Environment, Workload, and Career Development on Employee Performance Simultaneously

The study's findings indicate that the variables Work Environment, Workload, and Career Development simultaneously positively and significantly impact Employee Performance. This conclusion aligns with the fourth hypothesis, suggesting that as employees perceive improvements in their work environment, workload, and career development opportunities, their performance levels increase accordingly. This relationship underscores the multifaceted nature of employee performance, which is influenced by environmental, operational, and developmental factors. These findings are consistent with the foundational concepts of organizational behavior, emphasizing the importance of a supportive work environment, manageable workload, and clear

career pathways in enhancing employee performance. Previous studies have similarly highlighted the significant impact of these variables. For instance, Triana & Yofi (2021) and Noviansyah et al. (2022) found that a positive work environment significantly boosts performance, while Ewaldy et al. (2022) and Nabawi (2019) confirmed the critical role of workload management. However, the impact of career development varies, as shown in the mixed results from prior research. While Dj & Wahdaniah (2022) and Amrin & Darwis (2022) found a positive and significant impact, Nuriyah et al. (2022) reported a non-significant effect. This study's findings emphasize that a holistic approach, addressing multiple facets of the work experience, is crucial for optimizing employee performance. Organizations should, therefore, consider these factors collectively to create an environment that supports and enhances employee productivity.

CONCLUSION

Based on the analysis conducted in this study, the work environment variable has a positive and significant effect on employee performance. This implies that the better the perceived work environment, the higher the employee performance. The workload variable also shows a positive and significant effect on employee performance, indicating that an appropriate workload can enhance employee performance. However, the career development variable has little significant effect on employee performance, suggesting that this factor is not a primary determinant in improving employee performance in this region. Simultaneously, the work environment, workload, and career development variables collectively significantly impact employee performance, highlighting the importance of these factors in influencing employee performance.

Based on these findings, it is recommended that stakeholders continuously improve the quality of the work environment, ensure that the workload assigned is appropriate and manageable, and give greater attention to career development opportunities for employees. Creating a conducive work environment, ensuring a reasonable workload, and providing clear career development paths are crucial for enhancing employee performance. Future researchers are encouraged to expand the sample size and include additional relevant variables to obtain more accurate and comprehensive results. By broadening the scope of research, a deeper understanding of the factors influencing employee performance can be achieved, thereby providing more robust recommendations for improving organizational performance.

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