



The Effect of Workload, Work Environment and Work Motivation on Warehouse Employee Performance in PT. Rajeta Mustika Abadi (RASKA) Palembang

Nur Farde Putri Utami¹, Ima Andriyani², Rudi Chairudin³, Dian Yulistarini⁴

¹²³⁴ Fakultas Ekonomi Dan Bisnis Universitas Tridinati

Corresponding Author e-mail: nurfardeputriutami08@gmail.com, Ima_andriyani@univ-tridinati.ac.id, rudychair62@gmail.com, dianyulistarini@univ-tridinati.ac.id

Article History:

Received : 06-08-2026

Revised : 11-09-2026

Accepted : 13-09-2026

Keywords: *Workload, Employee Performance, Work Environment, Work Motivation, Partial Least Squares*

Abstract : Employee performance is an important factor in supporting the success of company operations, especially in the warehousing department which has high-demand work activities. This study aims to analyze the effect of workload, work environment, and work motivation on the performance of warehouse employees at PT. Rajeta Mustika Abadi (RASKA) Palembang. The study used a quantitative approach with a survey method. The study population was 44 warehouse employees and the entire population was sampled through a saturated sampling technique. Data were collected using a five-point Likert scale questionnaire and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) using SmartPLS. The results showed that workload had a negative and significant effect on employee performance, while work environment and work motivation had a positive and significant effect on employee performance. The research model was able to explain 77.5% of the variation in employee performance. It can be concluded that improving employee performance can be achieved through proportional workload management, creating a conducive work environment, and increasing work motivation as the factors that have the most dominant influence.

How to Cite: Nur Farde Putri Utami, Ima Andriyani, Rudi Chairudin, Dian Yulistarini.(2026). *The Effect of Workload, Work Environment and Work Motivation on Warehouse Employee Performance in PT. Rajeta Mustika Abadi (RASKA) Palembang*. 4(2). pp.693-710. <https://doi.org/10.61536/escalate.v4i02.645>

 <https://doi.org/10.61536/escalate.v4i02.645>

This is an open-access article under the [CC-BY-SA License](https://creativecommons.org/licenses/by-sa/4.0/).



Introduction

Human resources (HR) are a crucial asset that determines a company's success in achieving organizational goals effectively and efficiently. A company's success is heavily influenced by its ability to manage human resources to achieve optimal performance. Employee performance is a key indicator of an individual's success in carrying out their duties and responsibilities according to company-set standards (Basyid, 2024). According to Noviana & Ayuningtyas (2024), employee performance is the achievement an individual achieves in carrying out their assigned work. Aurellifa & Permatasari (2024) define employee performance as the quantitative and qualitative results of an employee's work, based on established organizational standards. Therefore, improving employee performance is a key

requirement for a company, as achieving organizational goals depends heavily on the quality of performance demonstrated by each employee.

Among the factors influencing employee performance are workload, work environment, and work motivation. Yunita et al. (2026) state that workload is a series of tasks that must be completed within a certain timeframe. Excessive workload can lead to stress, fatigue, job dissatisfaction, and reduced employee performance. Saputri & Farhani (2024) also explain that workload occurs when employees are faced with work demands that exceed their abilities or available time. Furthermore, the work environment encompasses all physical and non-physical conditions that influence employee comfort in carrying out their work (Nurhandayani, 2022; Sebastian, 2020). Another factor is work motivation, which drives employees to work enthusiastically and achieve organizational goals (Kurniawati & Amin, 2023; Nur et al., 2023). These three factors are interrelated in shaping the quality of employee performance and therefore require company attention.

This phenomenon is evident in the warehouse department of PT. Rajeta Mustika Abadi (RASKA) Palembang, which is responsible for receiving, storing, and distributing goods. Based on warehouse operational data from January to May, work completion has not been able to meet the company's targets. The percentage of work completion decreased from 75% in January to 60% in May. The survey results also showed that employee performance is still suboptimal, characterized by a lack of accuracy in recording goods, delays in the process of receiving and distributing goods, and low employee initiative in completing work according to company operational standards. These conditions indicate that work effectiveness in the warehouse department still requires attention so that the company's operational processes can run optimally.

These problems are thought to be influenced by high workloads, unsupportive work environments, and low employee motivation. In terms of workload, the high volume of work, especially in receiving and distributing goods, often causes employee fatigue, resulting in delays in work processes, inconsistencies in inventory records, and decreased accuracy. This condition aligns with the opinion of Ratnawati et al. (2024) who stated that workloads exceeding employee capabilities can cause work fatigue and reduce work quality. In terms of the work environment, poorly organized warehouse conditions, hot room temperatures, suboptimal lighting, and limited space for movement lead to decreased comfort and work concentration, as stated by Firjatullah et al. (2023). Meanwhile, low work motivation is evident in the decline in employee enthusiasm, discipline, and initiative in completing work. Nur et al. (2023) stated that work motivation is a drive that can arouse a person's work enthusiasm to achieve organizational goals, while Kurniawati & Amin (2023) explained that work motivation influences employee performance improvement.

In addition to the field phenomena, this study is also based on the gaps in previous research results. Research by Kosim et al. (2023) showed that workload had a positive but insignificant effect on employee performance, while another study by Kosim et al. (2023) stated that workload had a negative and significant effect on employee performance. Regarding the work environment variable, Septiawan & Heryanda (2020) found that the work environment had an effect on improving employee performance, while Madyoningrum & Azizah (2022) found that the work environment had no effect on employee performance. Differences in results also occurred in the work motivation variable, where Kurniawati & Amin (2023) and Erika (2023) proved that work motivation had a positive and significant effect on employee performance, while Livia et al. (2022) showed that work motivation had no significant effect on employee performance. The differences in findings indicate that there is still a research gap that needs to be re-examined in the operational context of the PT. Rajeta Mustika Abadi (RASKA) Palembang warehouse.

Based on the phenomena, empirical problems, and the research gap, this study aims to analyze the influence of workload, work environment, and work motivation on the performance of warehouse employees at PT. Rajeta Mustika Abadi (RASKA) Palembang, both partially and simultaneously. This study is important because the results are expected to provide input for companies in managing workload, improving the work environment, and increasing work motivation to optimize employee performance. The novelty of this study lies in the simultaneous testing of the influence of workload, work environment, and work motivation on employee performance in the warehouse section of PT. Rajeta Mustika Abadi (RASKA) Palembang which has different operational characteristics from



previous studies so that it is expected to provide more specific empirical evidence in the context of warehouse operations.

Research methodology

This study uses a quantitative approach with a survey method to analyze the influence of workload, work environment, and work motivation on the performance of warehouse employees at PT. Rajeta Mustika Abadi (RASKA) Palembang. According to Sugiyono (2019), the survey method is a quantitative research method used to obtain data on the behavior, opinions, and characteristics of respondents through the distribution of questionnaires so that the research results can be generalized. The research was conducted at PT. Rajeta Mustika Abadi (RASKA) Palembang, specifically in the warehouse section located at Jalan Slamet Riady, Lawang Kidul Village, Ilir Timur II District, Palembang City, South Sumatra Province. The research was carried out from March to July 2026, which included the preparation stage, data collection, data processing, writing, and preparation of the research report.

The research instrument used a questionnaire compiled based on indicators for each research variable, namely workload, work environment, work motivation, and employee performance. All statement items were measured using a five-level Likert scale consisting of Strongly Disagree, Disagree, Undecided, Agree, and Strongly Agree with a score range of 1 to 5 (Sugiyono, 2020). Research data were obtained through primary data sources derived from the results of questionnaires distributed to respondents, while secondary data were obtained from company documents covering the number of employees, organizational structure, and other supporting data (Sugiyono, 2020). Data collection techniques were carried out through interviews, observations, and questionnaires, with the questionnaire as the main instrument in obtaining research data.

The study population was all 44 warehouse employees at PT. Rajeta Mustika Abadi (RASKA) Palembang, consisting of cleaning service, storage, receiving, security, drivers, and warehouse administrators. According to Sugiyono (2020), this study used a saturated sampling technique, which is a sampling technique that uses all members of the population as research samples. Therefore, the number of research samples is the same as the population, namely 44 warehouse employees.

Data analysis was conducted using the Structural Equation Modeling approach based on Partial Least Square (SEM-PLS) with the help of SmartPLS software. This method was chosen because it is able to analyze the relationship between latent variables simultaneously consisting of workload, work environment, work motivation, and employee performance (Ghozali & Latan, 2015). The analysis stage begins with descriptive statistical analysis to describe the characteristics of respondents' answers. Next, an evaluation of the measurement model (outer model) was carried out through convergent validity testing using outer loading and Average Variance Extracted (AVE) values, discriminant validity using cross loading, and construct reliability using Cronbach's Alpha and Composite Reliability. After the measurement model meets the criteria, an evaluation of the structural model (inner model) was carried out through testing the coefficient of determination (R Square), predictive relevance (Q Square), effect size (f Square), and hypothesis testing using the bootstrapping procedure by looking at the path coefficient, t-statistic, and p-value. The hypothesis is declared accepted if the t-statistic value is greater than 1.96 and the p-value is less than 0.05 (Ghozali & Latan, 2015).

The research procedure was carried out in stages, starting from the research preparation stage which includes the preparation of the research design and instruments, followed by data collection through the distribution of questionnaires to all respondents. The collected data were then processed and analyzed using SmartPLS according to the evaluation stages of the measurement model and structural model. The results of the analysis were then used to test the research hypothesis regarding the effect of workload, work environment, and work motivation on the performance of warehouse employees at PT. Rajeta Mustika Abadi (RASKA) Palembang, then compiled in the form of a research report as the final stage of the research.



Results and Discussion

Respondent Characteristics

1. Respondent Profile Description

The participants' track records describe and represent the identities of the individuals positioned as the study's observation units. The number of pilot units in the observation reached 44 informants, who completed a personal information form in the questionnaire, including gender identity, age, and academic level.

2. Quantity of Participants Reviewed by Gender

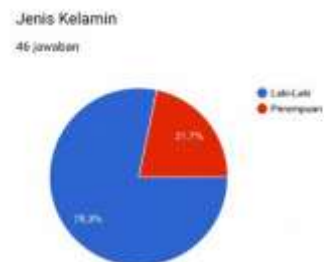


Illustration 1. Quantity of Participants Reviewed by Gender

Reference: Processed Primary Data (2026)

Referring to the previous matrix, it appears that the observation sources were predominantly male. This situation is due to the large number of male employees in the storage area at PT Rajeta Mustika Abadi (RASKA) Palembang, consisting of 35 individuals, while female staff comprise 9. This situation arises because assignments in the storage area are typically associated with functional routines such as welcoming, security, shifting, and logistics distribution, which require extra physical capacity. Therefore, the majority of insights gained during this research came from male participants who significantly contribute to the functional routines of the agency's storage area.

3. Quantity of Participants Reviewed by Age

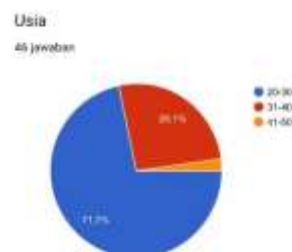


Illustration 2. Quantity of Participants Reviewed by Age

Reference: Processed Primary Data (2026)

Referring to the previous tabulation, it appears that the majority of informants are in the 20-30 year age range, amounting to 32 individuals, while participants aged 31-40 years comprise 12 people. This situation indicates that the majority of storage area employees at PT Rajeta Mustika Abadi (RASKA) Palembang are in their productive years with excellent stamina and work skills when executing functional storage assignments. Therefore, the informants in this research are dominated by young workers who are agile when realizing various work routines in a corporate environment.

4. Quantity of Participants Reviewed from Last Education

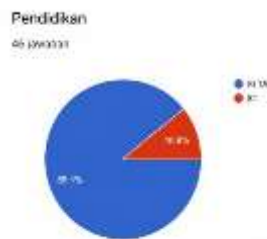


Illustration 3. Quantity of Participants Reviewed from Last Education

Reference: Processed Primary Data (2026)

Referring to the previous matrix, it appears that the majority of informants (39 individuals) had a high school diploma, while 5 participants had a bachelor's degree. This situation indicates that the majority of storage area employees at PT Rajeta Mustika Abadi (RASKA) Palembang come from high school, which aligns with the functional assignment demands of the storage area. On the other hand, the presence of staff with a bachelor's degree background indicates the availability of human resources with superior academic competency standards and are able to support the implementation of administration or assignment alignment in the agency's storage area environment.

Descriptive Statistics

Table 1. Descriptive Statistics

Name	Mean	Median	Scale min	Scale max	Standard deviation
X1.1	3,977	4,000	2,000	5,000	0.783
X1.2	3,864	4,000	3,000	5,000	0.726
X1.3	3,955	4,000	2,000	5,000	0.878
X1.4	3,727	4,000	2,000	5,000	0.914
X1.5	3,750	4,000	2,000	5,000	0.829
X1.6	3,864	4,000	2,000	5,000	0.786
X1.7	3,955	4,000	2,000	5,000	0.796
X1.8	3,841	4,000	2,000	5,000	0.928
X1.9	3,841	4,000	2,000	5,000	0.976
X1.10	3,864	4,000	2,000	5,000	0.814
X2.1	3,864	4,000	2,000	5,000	0.842
X2.2	3,932	4,000	2,000	5,000	0.863
X2.3	3,841	4,000	2,000	5,000	0.976
X2.4	3,864	4,000	2,000	5,000	0.842
X2.5	3,932	4,000	1,000	5,000	0.939
X2.6	3,955	4,000	1,000	5,000	1,021
X2.7	3,864	4,000	1,000	5,000	0.944
X2.8	3,977	4,000	1,000	5,000	0.917
X2.9	3,932	4,000	1,000	5,000	1,116
X2.10	3,841	4,000	2,000	5,000	0.878
X3.1	3,795	4,000	1,000	5,000	0.990
X3.2	3,841	4,000	1,000	5,000	0.928
X3.3	3,841	4,000	2,000	5,000	0.903
X3.4	3,909	4,000	2,000	5,000	0.821
X3.5	3,977	4,000	2,000	5,000	0.783
X3.6	3,955	4,000	2,000	5,000	0.852
X3.7	4,023	4,000	3,000	5,000	0.657
X3.8	3,795	4,000	2,000	5,000	0.814
X3.9	3,977	4,000	2,000	5,000	0.812
X3.10	3,818	4,000	2,000	5,000	0.833
Y.1	3,818	4,000	1,000	5,000	1,050
Y.2	3,750	4,000	2,000	5,000	0.882
Y.3	3,886	4,000	2,000	5,000	0.885

Name	Mean	Median	Scale min	Scale max	Standard deviation
Y.4	3,886	4,000	2,000	5,000	0.859
Y.5	3,886	4,000	2,000	5,000	0.832
Y.6	3,818	4,000	2,000	5,000	0.983
Y.7	3,977	4,000	2,000	5,000	0.941
Y.8	3,909	4,000	2,000	5,000	0.925
Y.9	3,864	4,000	2,000	5,000	0.842
Y.10	3,818	4,000	2,000	5,000	0.936

Reference: Data Processed by Researchers 2026

Evaluation of Measurement Model or Outer Model



Illustration 4. Outer Model

Reference: Processed by Researchers 2026

Illustration 4 shows the output of the external model evaluation using the SEM-PLS approach to analyze the correlation between latent constructs and their constituent indicators through the outer loading magnitude. Factor X1, which is said to be Workload, includes the dimensions of Task Demands and Physical Demands, factor X2, known as Work Environment, includes both Physical and Non-Physical Work Environments, Work Motivation as well as factor X3 is built on Internal and External Motivation, while factor Y, namely Employee Performance, is evaluated through the dimensions of Work Quality, Work Quantity, Responsibility, Cooperation, and Initiative. All of these dimensions hold a relatively large element loading magnitude (≥ 0.832), therefore they are able to project the construct optimally. In addition, Workload has a negative impact on Performance (-0.378), while Factor X2 (0.324) and Factor X3 (0.521) have a positive impact. The R-Square figure of 0.775 indicates that 77.5% of Employee Performance fluctuations can be explained by these three factors, while the remaining 22.5% is intervened by different elements that are not included in this research framework.

1. Convergent Validity

A. Outer Loading Test

Table 2. Outer Loading of Workload

Item	Workload (X1)	Job Demands	Physical Demands
X1.1		0.896	
X1.1	0.816		
X1.2		0.859	
X1.2	0.792		
X1.3		0.883	
X1.3	0.815		
X1.4		0.860	
X1.4	0.793		
X1.5			0.902
X1.5	0.871		
X1.6			0.883
X1.6	0.846		
X1.7			0.866
X1.7	0.821		
X1.8			0.858

X1.8	0.802	
X1.9		0.821
X1.9	0.820	
X1.10		0.912
X1.10	0.894	

Reference: Processed by Researchers 2026

Referring to the 2nd Outer Loading tabulation of factor X1, which is said to be Workload, the evaluation findings indicate that all indicators in factor X1, which is said to be Workload, have an outer loading value exceeding 0.70. This condition proves that all indicators have met the convergent validity standards and are able to measure the Workload factor competently. The peak outer loading figure is located at indicator X1.10 with a value of 0.894, while the lowest value resides at indicator X1.2 with a value of 0.792. However, this figure still perched above the minimum limit and therefore continues to be recognized as valid. Through this conclusion, all indicators in the Workload factor can be implemented into research because they are able to represent the reality of staff Workload precisely.

Table 3. Outer Loading of Work Environment

Item	Work Environment (X2)	Physical Work Environment	Non-Physical Work Environment
X2.1		0.876	
X2.1	0.790		
X2.2		0.921	
X2.2	0.886		
X2.3		0.931	
X2.3	0.856		
X2.4		0.903	
X2.4	0.814		
X2.5			0.929
X2.5	0.916		
X2.6			0.907
X2.6	0.861		
X2.7			0.889
X2.7	0.851		
X2.8			0.896
X2.8	0.876		
X2.9			0.874
X2.9	0.834		
X2.10			0.864
X2.10	0.823		

Reference: Processed by Researchers 2026

Based on the 3rd Tabulation of Outer Loading of factor X2 known as Work Environment, the study output shows that all indicators in factor X2 known as Work Environment have outer loading scores exceeding 0.70. This situation represents that all indicators have accommodated the requirements of convergent validity and are capable of describing the Work Environment factor satisfactorily. The maximum outer loading point is in indicator X2.5 worth 0.916, on the other hand, the lowest point is in indicator X2.1 amounting to 0.790, but the score still remains above the lowest threshold and is therefore considered valid. Based on this, all indicators in the Work Environment factor can be applied to this study because they are competent to accurately estimate the situation of the employee's Work Environment.



Table 4. Outer Loading Work Motivation

Item	Work Motivation (X3)	Internal Motivation	External Motivation
X3.1		0.910	
X3.1	0.832		
X3.2		0.934	
X3.2	0.860		
X3.3		0.885	
X3.3	0.759		
X3.4		0.922	
X3.4	0.892		
X3.5			0.859
X3.5	0.820		
X3.6			0.919
X3.6	0.918		
X3.7			0.899
X3.7	0.847		
X3.8			0.868
X3.8	0.832		
X3.9			0.832
X3.9	0.772		
X3.10			0.850
X3.10	0.821		

Reference: Processed by Researchers 2026

Referring to Table 4. Outer Loading of Work Motivation as an X_3 factor, the analysis notes demonstrate that all indicators in Work Motivation as an X_3 factor have outer loading values exceeding 0.70. This fact shows that all indicators have met the convergent validity guidelines and can optimally describe the Work Motivation factor. The highest outer loading score is positioned on indicator X3.6 at 0.918, while the lowest score is located on indicator X3.3 at 0.759. However, these figures remain above the lowest standard and are therefore considered valid. Therefore, all indicators of the Work Motivation factor are permitted to be used in this study due to their ability to evaluate the absolute level of Work Motivation of the workforce.

Table 5. Outer Loading Warehouse Employee Performance

Item	Employee Performance (Y)	Quality of Work	Quantity of Work	Responsibility	Cooperation	Initiative
Y.1		0.919				
Y.1	0.812					
Y.2		0.931				
Y.2	0.873					
Y.3			0.952			
Y.3	0.788					
Y.4			0.956			
Y.4	0.816					
Y.5				0.900		
Y.5	0.734					
Y.6				0.926		
Y.6	0.849					
Y.7					0.932	
Y.7	0.779					
Y.8					0.941	
Y.8	0.832					
Y.9						0.875
Y.9	0.751					
Y.10						0.899
Y.10	0.829					

Reference: Processed by Researchers 2026

Based on the 5th Tabulation of Outer Loading of factor Y, namely Employee Performance, the test results show that all indicators of factor Y, namely Employee Performance, have outer loading points above 0.70. This indicates that all indicators have complied with the convergent validity parameters and are proficient in interpreting the Employee Performance factor brilliantly. The peak outer loading value is nested in indicator Y.2, valued at 0.873, while the minimum value is



perched on indicator Y.9, amounting to 0.751. However, these points still exceed the essential limit so they are still considered valid. Therefore, all indicators of the Employee Performance factor can be used in research because they are reliable in measuring Employee Performance accurately.

The audit findings showed that all indicators of Workload, Work Environment, Work Motivation, and Performance had outer loadings exceeding 0.70. All of these values exceeded the 0.70 threshold, confirming that all indicators were valid and capable of robustly manifesting latent factors.

B. Average Variance Extracted Test

Table 6. AVE

Variables / Dimensions	Average variance extracted (AVE)
Workload (X1)	0.685
Initiative	0.787
Cooperation	0.877
Employee Performance (Y)	0.652
Quality of Work	0.855
Quantity of Work	0.910
Work Environment (X2)	0.725
Physical Work Environment	0.825
Non-Physical Work Environment	0.798
External Motivation	0.760
Internal Motivation	0.833
Work Motivation (X3)	0.700
Responsibility	0.834
Physical Demands	0.764
Job Demands	0.765

Reference: Processed by Researchers 2026

The study's output demonstrates that all AVE points exceed the minimum standard of 0.50, meaning each construct is capable of explaining more than 50% of the variance in its constituent indicators. This indicates that convergent validity has been adequately addressed within the research framework.

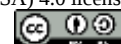
2. Discriminant Validity

Table 7. Cross Loading

Item	Workload (X1)	Work Environment (X2)	Work Motivation (X3)	Employee Performance (Y)
X1.1	0.816	0.029	-0.085	-0.375
X1.2	0.792	0.010	-0.093	-0.357
X1.3	0.815	0.084	-0.144	-0.348
X1.4	0.793	0.018	-0.243	-0.427
X1.5	0.871	-0.097	-0.053	-0.369
X1.6	0.846	0.122	0.047	-0.260
X1.7	0.821	-0.075	-0.135	-0.428
X1.8	0.802	-0.026	0.076	-0.198
X1.9	0.820	-0.143	-0.259	-0.513
X1.10	0.894	-0.097	-0.156	-0.480
X2.1	0.047	0.790	0.397	0.501
X2.2	-0.043	0.886	0.385	0.536
X2.3	0.084	0.856	0.412	0.507
X2.4	0.135	0.814	0.436	0.413
X2.5	-0.108	0.916	0.264	0.521
X2.6	-0.090	0.861	0.360	0.509
X2.7	-0.074	0.851	0.319	0.473
X2.8	-0.068	0.876	0.397	0.549
X2.9	-0.075	0.834	0.152	0.368
X2.10	0.011	0.823	0.095	0.274
X3.1	-0.125	0.207	0.832	0.634

Escalate: Economics and Business Journal
<https://doi.org/10.61536/escalate.v4i02.645>

This open-access article is distributed under a Creative Commons Attribution (CC-BY-SA) 4.0 license



Item	Workload (X1)	Work Environment (X2)	Work Motivation (X3)	Employee Performance (Y)
X3.2	0.047	0.253	0.860	0.598
X3.3	-0.054	0.064	0.759	0.504
X3.4	0.000	0.265	0.892	0.640
X3.5	-0.010	0.346	0.820	0.515
X3.6	-0.155	0.445	0.918	0.718
X3.7	-0.216	0.414	0.847	0.637
X3.8	-0.303	0.362	0.832	0.724
X3.9	-0.090	0.359	0.772	0.535
X3.10	-0.169	0.459	0.821	0.687
Y.1	-0.442	0.425	0.554	0.812
Y.2	-0.534	0.351	0.636	0.873
Y.3	-0.351	0.453	0.653	0.788
Y.4	-0.283	0.502	0.607	0.816
Y.5	-0.275	0.488	0.541	0.734
Y.6	-0.421	0.472	0.524	0.849
Y.7	-0.295	0.435	0.745	0.779
Y.8	-0.375	0.379	0.624	0.832
Y.9	-0.306	0.580	0.650	0.751
Y.10	-0.382	0.381	0.476	0.829

Reference: Processed by Researchers 2026

Based on the cross-loading test results, all indicators displayed the maximum loading points for their respective constructs or dimensions when compared to the loading values for similar constructs or dimensions. This cross-loading test findings demonstrate that all indicators meet the discriminant validity benchmark. This means that each indicator competently assesses the related construct or dimension and does not exhibit excessive similarity in evaluations with other constructs or dimensions.

3. Reliability Test

Table 8. Reliability Test

Variables / Dimensions	Cronbach's alpha	rho_a	Composite reliability
Workload (X1)	0.949	0.950	0.956
Initiative	0.730	0.734	0.881
Cooperation	0.860	0.863	0.935
Employee Performance (Y)	0.940	0.941	0.949
Quality of Work	0.831	0.834	0.922
Quantity of Work	0.902	0.902	0.953
Work Environment (X2)	0.958	0.959	0.963
Physical Work Environment	0.929	0.931	0.949
Non-Physical Work Environment	0.949	0.950	0.960
External Motivation	0.937	0.939	0.950
Internal Motivation	0.933	0.937	0.952
Work Motivation (X3)	0.952	0.954	0.959
Responsibility	0.802	0.814	0.910
Physical Demands	0.938	0.939	0.951
Job Demands	0.898	0.898	0.929

Reference: Processed by Researchers 2026

The reliability test results in Table 8 show that all factors and dimensions achieved Cronbach's Alpha, rho_a, and Composite Reliability scores exceeding 0.70. Based on these findings, it can be concluded that all factors and dimensions in this study are considered reliable.



Structural Model or Inner Model Evaluation

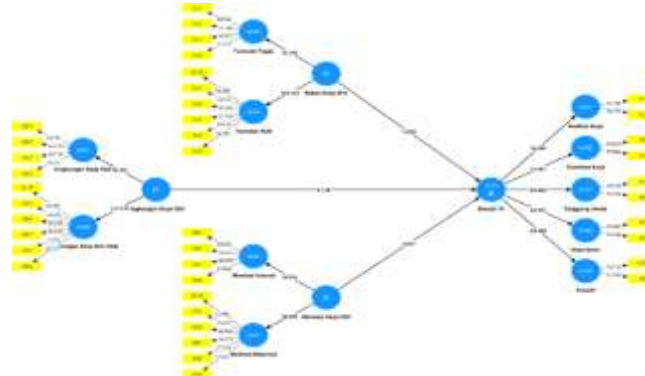


Illustration 3. Inner Model

Reference: Processed by Researchers 2026

Illustration 4.6 shows the results of structural model analysis using SEM-PLS to identify the impact of factor X1, which is said to be Workload, factor X2 known as Work Environment, and Work Motivation as also factor X3 on factor Y, namely Employee Performance. The R-Square score of 0.775 demonstrates that 77.5% of the fluctuations in Employee Performance can be explained by these three factors, while the remaining 22.5% is affected by external elements outside the study boundaries. The bootstrapping results also indicate that all correlations between factors hold t-statistic scores exceeding 1.96, therefore all hypotheses are accepted and these three factors are confirmed to have a real impact on Employee Performance.

1. Coefficient of Determination Test

Table 9. Coefficient of Determination

Variables	R-square	R-square adjusted
Employee Performance (Y)	0.775	0.758

Reference: Processed by Researchers 2026

The evaluation results demonstrate that the R-square score for the Performance factor is 0.775, along with an Adjusted R-square of 0.775. This fact indicates that 77.5% of the fluctuations in the Performance factor can be explained by the Workload factor, the Work Environment element, and the Work Motivation element. The remaining portion, 22.5%, is explained by external factors outside the research framework. This figure indicates that this model has strong explanatory power.

2. Predictive Relevance Test or Q Square

Table 10. Q Square

Variables	Q ² predict
Performance	0.734

Reference: Processed by Researchers 2026

The analysis results show that the Q-Square Prediction for the Performance factor reached 0.734. This figure exceeds zero, demonstrating that this framework holds impressive projection power for the dependent factor. Therefore, this research framework maintains strong predictive relevance.

3. Effect Size or f Square Test

Table 11. F Square

Variables	f-square
Workload (X1) -> Employee Performance (Y)	0.616
Work Environment (X2) -> Employee Performance (Y)	0.398
Work Motivation (X3) -> Employee Performance (Y)	1,218

Reference: Processed by Researchers 2026

The evaluation results show that the impact of Workload on Performance holds an f-square value of 0.616, which is classified as massive. The effect of Work Motivation on Performance holds an f-square score of 1.218, which is classified as large. The Impact of Work Environment on Performance holds an f-square value of 0.398, which is also categorized as high. This achievement indicates that all independent factors have a very strong impact on Performance, where the most dominant impact comes from Workload and Work Motivation, which have equal f-square scores.

4. Hypothesis Significance Test or Path Coefficient

Table 12. Hypothesis Test

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Workload (X1) -> Employee Performance (Y)	-0.376	-0.379	0.095	3,959	0.000
Work Environment (X2) -> Employee Performance (Y)	0.324	0.319	0.104	3.114	0.002
Work Motivation (X3) -> Employee Performance (Y)	0.571	0.580	0.083	6,847	0.000

Reference: Processed by Researchers 2026

The Workload factor has a negative and significant impact on Performance, as indicated by a route coefficient score of -0.376, a t-statistic of 3.959, and a p-value of 0.000. Therefore, the assumption that Workload impacts Performance is accepted. This fact proves that the heavier the Workload borne by staff, the more likely Performance will decline.

The Work Environment factor has a positive and significant impact on Performance, as indicated by a path coefficient of 0.324, a t-statistic of 3.114, and a p-value of 0.002. Based on this, the hypothesis that the Work Environment impacts Performance is accepted. This fact demonstrates that the more optimal the Work Environment enjoyed by employees, the higher their Performance will be.

The Work Motivation factor has a positive and significant impact on Performance, as visualized by a path coefficient of 0.571, a t-statistic of 6.847, and a p-value of 0.000. This confirms the assumption that Work Motivation impacts Performance and is accepted. This finding proves that a surge in Work Motivation will trigger an escalation in Employee Performance.

Research Discussion

1. The Impact of Workload on Warehouse Employee Performance at PT. Rajeta Mustika Abadi (RASKA) Palembang

Statistical processing results show that Workload has a negative and significant impact on Warehouse Employee Performance at PT. Rajeta Mustika Abadi (RASKA) Palembang. This fact is confirmed by the path coefficient at -0.376, the t-statistic score at 3.959, and the p-value of 0.000. The negative coefficient indicates that the heavier the Workload carried by workers, the lower the Employee Performance. The t-statistic figure exceeding 1.96 and the p-value below 0.05 demonstrate that the impact is very significant. This means that Workload plays a crucial role in degrading Warehouse Employee Performance in this study.

Workload in product storage and logistics receiving areas is closely related to the routine of organizing inventory, inspecting incoming materials, allocating goods, and verifying the compatibility of unit quantities with existing archives. These tasks require precision and dexterity to ensure smooth warehouse operations. Fransiska & Tupti (2020) explain that workload is a series of routines or obligations whose quantity exceeds a certain limit, potentially triggering stress for an individual. Excessively heavy workloads risk degrading employee performance, especially when competency standards are extremely high, operational rhythms are too fast, or assignments are overwhelming. This situation aligns with warehouse routines, which require workers to remain meticulous even when they must complete tasks within a specific timeframe.

The workload of material security and logistics administrators is more closely tied to the monitoring, registration, and management of material information. Material security officers are responsible for ensuring the protection and availability of materials, while logistics administrators are responsible for documentation, reporting, and handling logistics administration. Mistakes in monitoring



or recording can lead to inventory imbalances and hinder the flexibility of work routines. Muji et al. (2020) explain that workload is the psychological pressure exerted by work activities, which includes mental concentration, multitasking, and time pressure. Excessive workload can potentially trigger psychological fatigue, mental stress, and performance degradation. This fact demonstrates that workload is not merely physical but also linked to psychological pressure and work activity obligations.

The workload of drivers and cleaning staff plays a crucial role in supporting the smooth operation of the logistics system. Drivers are responsible for distributing and moving materials, requiring physical fitness, discipline, and vigilance during work activities. Cleaning staff are responsible for maintaining the hygiene of the logistics area, ensuring a functional work environment that avoids disruptions in the placement and retrieval of materials. Azhril & Wispandono (2024) explain that workload can be defined as the total duration or quantity of responsibilities assigned to employees, along with the volume of work tasks that must be completed within a specific period. This evidence demonstrates that each logistics division carries varying workloads, but all of these are related to the flexibility of comprehensive logistics performance.

A mounting workload can impact the degradation of quality, quantity, responsibility, work collaboration, and staff proactivity. Safitri (2022) explains that employee performance can be evaluated through the quality of work activities, the number of work routines, obligations, collaboration, and proactivity. In the case of logistics staff at PT. RASKA Palembang, an uneven workload risks triggering employee fatigue, decreased concentration, delays in completing work activities, and reduced accuracy when executing duties. This situation can impact work performance in each division, whether it is the placement, picking, security, driver, administrator, or cleaning division. Therefore, excessive workload must be handled optimally to avoid a decline in logistics employee performance.

This study aligns with Nurhandayani's (2022) research, which states that workload has a significant impact on performance. The findings of this study also correlate with Saputri & Farhani's (2024) research, which found that workload significantly impacts employee performance. The primary similarity with previous research lies in the validity of workload as an element impacting employee performance. Differences in impact orientation can arise due to work routine profiles, institutional situations, and varying degrees of workload proportions among research subjects. At PT. Rajeta Mustika Abadi (RASKA) Palembang, workload was validated to have a significant negative impact on performance. Consequently, as the workload experienced by logistics staff increases, employee performance declines.

2. The Impact of the Work Environment on the Performance of Logistics Employees at PT. Rajeta Mustika Abadi (RASKA) Palembang

The information processing output demonstrates that the Work Environment has a positive and real impact on the Performance of Logistics Employees at PT. Rajeta Mustika Abadi (RASKA) Palembang. This phenomenon is validated through a path coefficient of 0.324, a calculated t-value of 3.114, and a probability value of 0.002. The positive coefficient value represents that the better the Work Environment experienced by employees, the higher the Employee Performance produced. The calculated t-value exceeding 1.96 and the probability value below 0.05 demonstrate that the impact is real. This means that the Work Environment is positioned as one of the crucial elements that can boost the Performance of Logistics Employees in this study.

The physical work environment is crucial for logistics staff because work activities are executed in an area precisely connected to materials, tools, placement capacity, and movement operations. Nurhandayani (2022) explains that the work environment is all physical and psychological aspects that directly or indirectly impact personnel during work activities. A prime and supportive work environment can facilitate employees to execute operations optimally, fit, protected, and peacefully. In the material placement and retrieval sections, the condition of logistics dimensions, lighting, oxygen circulation, hygiene, and the orderliness of material arrangement are crucial elements so that work routines can be executed more efficiently.

A well-organized work environment helps personnel improve accuracy and accelerate work activities. Lestari & Sari (2024) explain that the work environment is all entities located around employees that can impact the execution of obligations that are their responsibility. Business entities are required to provide a safe and representative work environment, such as a well-structured dimensional arrangement, environmental hygiene, unimpeded oxygen circulation, and proportional lighting. In the logistics scope of PT. RASKA Palembang, an orderly material arrangement can support the material placement and retrieval divisions by identifying, inspecting, and relocating materials more easily, so that work routines are more efficient.

The non-physical work environment also impacts the performance of logistics employees because each division mutually demands synchronization when executing work activities. Jaya (2022) explains that the non-physical work environment is connected to the manifestation of harmonious work relations between subordinates and leaders. Equal colleague relations, interactions between leaders and staff, and collaboration between employees are crucial parameters in realizing a prime work atmosphere. At PT. RASKA Palembang, the Logistics Administrator section requires synchronization with Material Picking and Material Placement to ensure the validity of inventory information in line with material conditions. Material Security also requires positive interactions with other logistics divisions to maintain protection and flexibility in the system's operation.

A good work environment can boost the quality and quantity of staff work activities. Safitri (2022) explains that employee performance can be evaluated through the quality of work activities, the number of work routines, responsibilities, collaboration, and proactivity. A peaceful work environment can help personnel be more focused, meticulous, carry out their responsibilities, and easily build collaboration. For logistics staff at PT. RASKA Palembang, a supportive work environment will support cleaning staff in maintaining work area hygiene, drivers in executing distribution duties through positive synchronization, logistics administrators in processing registrations precisely, and the material placement and retrieval sections in completing work activities more regularly and accurately.

A work environment with minimal support has the potential to trigger obstacles when executing routine activities. Danisa & Komaria (2023) explain that physical elements of the work environment include the layout of the work area, task design, work environment conditions, plus the degree of visual and audio privacy. Mental environment elements encompass excessively heavy routine responsibilities, supervision mechanisms, mental stress, job transitions, and disputes between personnel or teams. Regarding logistics professions, obstacles such as poorly organized work areas, noise pollution, poor oxygen flow, and fragile synergy have the potential to hinder the progress of activities. Based on this, a supportive work environment transforms into an essential element to maintain optimal employee performance.

The current study aligns with Nurhandayani's (2022) research, which indicates that the work environment impacts employee performance. The findings of this study confirm the perspective that a competent work environment can support performance escalation, especially for professions that require collaboration, precision, and discipline, such as procurement activities. For PT. Rajeta Mustika Abadi (RASKA) Palembang, the validated work environment has a positive and substantial impact on employee performance in the logistics division. This means that the better the work environment experienced by staff, the higher employee performance in carrying out their duties.

3. The Impact of Work Motivation on the Performance of Procurement Employees at PT. Rajeta Mustika Abadi (RASKA) Palembang

The information processing output indicates that Work Motivation has a positive and significant impact on Employee Performance in the logistics division at PT. Rajeta Mustika Abadi (RASKA) Palembang. This is validated by a path coefficient of 0.571, a t-statistic of 6.847, and a p-value of 0.000. A positive coefficient indicates that the higher the level of Work Motivation possessed by employees, the higher the Employee Performance produced. The t-statistic exceeding 1.96 and the p-value below 0.05 indicate that the impact is substantial. Consequently, Work Motivation has emerged as a crucial element capable of boosting Employee Performance in the supply division in the current study.

Work motivation for the product storage and logistics receiving divisions is reflected in employee motivation to complete tasks according to targets, maintain accuracy when inspecting cargo, and ensure that commodities are neatly arranged. Farhan (2023) explains that motivation represents a



person's psychological state and mentality that can supply energy, stimulate routines, and direct personal behavior to achieve satisfying needs. In the logistics sector, this motivation is necessary because the activities of placing and checking cargo require consistency, accuracy, and dedication to prevent errors during operational stages.

Work motivation for the commodity security division and administrative staff is related to the seriousness in maintaining product protection, ensuring cargo information aligns with field reality, and completing precise record keeping. Indriyaningrum (2023) explains that motivation represents an individual's readiness to mobilize maximum effort to achieve corporate goals, which is intervened through the ability of that effort to accommodate specific personal needs. Employees who possess a high level of motivation will be increasingly motivated to strive fully, uphold mandates, and complete activities with competent output even though the routine requires precision and continuous supervision.

Work motivation for drivers and cleaning staff also contributes to supporting the overall progress of logistics activities. Drivers crave motivation to fulfill their distribution and cargo movement obligations with precision, vigilance, and dedication. Cleaning staff require motivation to consistently maintain the hygiene of the supply area, ensuring smooth inspection, storage, guarding, and recording. Dwi et al. (2024) state that motivation is a crucial element that impacts individual behavior and performance. Employees with high work motivation will strive to complete their duties optimally and strive for maximum performance.

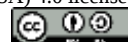
Work motivation within the logistics staff of PT. RASKA Palembang can stem from both intrinsic and extrinsic factors. Zulkifli (2022) explains that intrinsic motivation encompasses dignity, achievement, needs, expectations, mandates, and work enjoyment. Extrinsic elements encompass professional categories, work teams, work conditions, protection and safety, and interpersonal interactions. In logistics activities, intrinsic motivation is reflected in employee dedication to fulfilling their responsibilities, while extrinsic motivation emerges through support from the work environment, collaboration with colleagues, attention from management, and a sense of security during activities. These two elements can motivate employees to improve work quality and complete routines more effectively.

High work motivation has the potential to spur escalation in quality, quantity, dedication, synergy, and staff initiative. Safitri (2022) explains that employee performance can be evaluated through work quality, work volume, mandate, collaboration, and initial ideas. For logistics workers at PT. RASKA Palembang, work motivation supports staff to be more enthusiastic in completing activities, more careful in fulfilling obligations, more dedicated to work output, and more agile in synergizing with other divisions. Motivation also encourages employees to not simply wait for instructions, but to be able to execute initiatives when encountering obstacles in the supply chain.

The current study aligns with the research of Putri & Iryanti (2024), who stated that motivation has a significant constructive impact on employee performance. This research finding is also supported by the research of Nur, Azis & Agung (2023), which indicates that work motivation has a significant impact on employee performance. Furthermore, the study by Kurniawati & Amin (2023) found that work motivation has a positive and substantial impact on employee performance. The agreement between this study and previous research rests on the validation of work motivation as an element capable of boosting employee performance. For PT. Rajeta Mustika Abadi (RASKA) Palembang, work motivation has been confirmed to have a positive and substantial impact on performance. Consequently, the higher the work motivation of logistics workers, the higher the employee performance produced.

4. The Impact of Workload, Work Environment, and Work Motivation on the Performance of Storage Employees at PT. Rajeta Mustika Abadi (RASKA) Palembang

The statistical processing results prove that Workload, Work Environment, and Work Motivation can simultaneously interpret the Performance of Warehouse Line Employees at PT. Rajeta Mustika Abadi (RASKA) Palembang. This statement is validated through the acquisition of an R Square score of 0.775. This figure indicates that 77.5% of the fluctuations in Employee Performance can be



explained through Workload, Work Environment, and Work Motivation, while the residual ratio of 22.5% is explained through different factors in the external realm of the research framework. The test results also show that Workload has a clear negative impact on Employee Performance, Work Environment has a significant positive effect on Employee Performance, and Work Motivation has a convincing positive impact on Employee Performance.

The reality of warehouse employees at PT. Rajeta Mustika Abadi (RASKA) Palembang shows that these three factors intersect when supporting or hindering employee performance. The study respondents included 44 warehouse workers distributed across several divisions: 6 cleaning staff, 9 logistics staff, 8 product receptionists, 10 asset supervisors, 6 drivers, and 5 warehouse administrators. Each line holds different responsibilities, but all are connected to each other in the operational routine of goods supply.

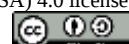
Warehouse employee performance is not solely determined by personal capabilities, but is also influenced by the weight of the workload, the sense of security in the work environment, and the work motivation possessed by each staff member. Workload becomes an element that can degrade performance if not managed proportionally. Fransiska & Tupti (2020) explain that workload is a series of activities or obligations that are so excessive in quantity that they can trigger stress for individuals and potentially reduce employee performance. In the logistics and asset registration division, workload arises in the form of inventory management, item inspection, product placement, and the completion of routines within a specific timeframe. For inventory monitors and storage administrators, workload is more predominantly related to control, bookkeeping, and information accuracy. In the driver line and cleaning staff, Workload is related to physical movement, time accuracy, and the mandate to maintain operational progressivity. Excessive workload can trigger fatigue, reduced concentration, and work errors, even resulting in performance degradation.

The work environment has become an element capable of enhancing performance if it successfully provides a sense of security, protection, and flexibility when executing work routines. Nurhandayani (2022) explains that the work environment is all physical and psychological dimensions that directly or indirectly impact employees during work activities. A superior work environment can support workers to operate optimally, fit, protected, and at the same time secure. In the PT. RASKA Palembang warehouse, tangible work environments such as illumination, oxygen flow, hygiene, product placement design, and work facilities significantly assist staff in completing their duties. Non-physical work environments such as relationships between employees, interactions with management, and collaboration between divisions also contribute by facilitating synchronization between logistics receiving lines, asset placement, product supervision, administration, drivers, and cleaning staff.

Dwi et al. (2024) explain that motivation is an essential element that impacts individual behavior and performance. Staff with high work motivation tend to complete their duties optimally. At PT. RASKA Palembang, work motivation is prioritized across all warehousing divisions so that employees can execute their mandates in line with their respective responsibilities. The logistics placement and asset registration sectors require motivation to maintain accuracy and work agility. Product supervisors and warehouse administrators require motivation to maintain the precision of monitoring and information. Drivers and cleaning staff require motivation to ensure operational support routines continue to operate positively.

Employee performance is work achievement that is influenced by capability, passion, mandate transparency, and a supportive work environment. Widodo & Yandi (2022) explain that performance can be interpreted as a collaborative product between motivation and personal qualifications when completing work mandates or activities. Employees must possess determination, expertise, and clear insight regarding obligations and their execution methods to be able to maneuver work optimally. At PT. RASKA Palembang, employee performance will be maximized when the workload can be aligned with staff capabilities, the work environment is created peaceful and supportive, and work motivation is continuously escalated. Safitri (2022) explains that performance can be evaluated through work quality, work portion, commitment, collaboration, and proactivity.

The collective impact of workload, work environment, and work motivation indicates that improving warehouse employee performance must be implemented comprehensively. Peak workloads must be minimized to prevent extreme stress. The work environment must be maintained so that staff can carry out their work routines in a peaceful, protected, and synchronized manner. Work motivation



must be increased so that employees receive the stimulation to perform their work activities with greater dedication and productivity. Luthan (2023) explains that employee performance is influenced by specific elements: leadership, teams, and systems. The personal element relates to staff motivation and capabilities, the team element relates to support and collaboration, while the system element relates to work procedures, facilities, entity flow, and work traditions. These points represent that employee performance at PT. RASKA Palembang is constructed through a combination of individual elements, the environment, and work procedures.

This study aligns with Nurhandayani's (2022) research, which explains that the Work Environment as factor X1, the level of Job satisfaction as X2, and Workload as X3 have an impact on Performance. The observational output is also supported by the study of Saputri & Farhani (2024) which found that Workload has a real impact on Performance, the investigation of Putri & Iryanti (2024) which proved that Motivation has a substantial constructive impact on Performance, as well as the study of Kurniawati & Amin (2023) which found that Work Motivation has a convincing positive impact on Employee Performance. The similarity of this study with previous research centers on the confirmation of Workload, Work Environment, and Work Motivation as elements contributing to the influence of Employee Performance. At PT. Rajeta Mustika Abadi (RASKA) Palembang, these three factors were validated to be able to massively explain the performance of logistics area employees, as a result, organizing workloads, improving the work environment, and escalating work motivation have become crucial aspects in boosting employee performance.

Conclusion

Based on the research results, Capital Expenditure (CAPEX) has no significant effect on Company Value (PBV), while Company Size (Firm Size) and Operational Efficiency (TATO) have significant effects on Company Value at PT Multi Indocitra Tbk for the 2015-2025 period. Simultaneously, CAPEX, Firm Size, and TATO have a significant effect on Company Value, with the research model explaining 74.9% of the variation in PBV. These findings imply that the company should prioritize effective asset management and carefully evaluate capital expenditure decisions. Future researchers are recommended to include other factors, extend the research period and objects, while investors should consider asset efficiency, company size, and investment policies when making investment decisions.

Bibliography

- Adinda, T. N., Firdaus, M. A., Agung, S., Manajemen, P. S., Bisnis, E., & Khaldun, U. I. (2023). Pengaruh motivasi kerja dan disiplin kerja terhadap kinerja karyawan, 1, 134–143.
- Arvian Azhril Rahmadani, & Wispandono, M. (2024). Pengaruh keseimbangan kehidupan kerja dan beban kerja terhadap kinerja karyawan PT. DOK dan Perkapalan Surabaya. *Jurnal Kajian Ilmu Manajemen*, 4(4), 471–481.
- Asri Winanti Madyoningrum, & Azizah, R. (2022). Pengaruh motivasi kerja, lingkungan kerja dan disiplin kerja terhadap kinerja karyawan. *Jurnal Ekobis: Ekonomi, Bisnis & Manajemen*, 12(2), 3–8.
- Aurelia, M. Y., Wahyuningtias, E. P., & Meiriana, E. A. (2026). Pengaruh work life balance dan beban kerja terhadap kinerja karyawan: Studi literatur. 4(5), 225–236.
- Aurellifa, S., & Permatasari, B. (2024). Pengaruh stres kerja dan kepuasan kerja terhadap kinerja karyawan (Studi kasus pada Rumah Sakit Bumi Waras). 6(2).
- Basyid, A. (2024). Pengaruh motivasi kerja terhadap kinerja karyawan. 7(1), 39–43.
- Danisa, D., & Komari, N. (2023). Kajian teoritis lingkungan kerja dan kinerja karyawan.
- Deffiani Aktaviani Putri, & Iryanti, E. (2024). Pengaruh motivasi intrinsik dan kompensasi terhadap kinerja karyawan PT. Kereta Api Indonesia Logistik Kota Madiun. *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(1), 749–758. <https://doi.org/10.47467/alkharaj.v6i1.4770>



- Deli Nirmala, & Hidayati, E. P. (2021). Petunjuk praktis perumusan masalah penelitian kebahasaan bagi pemula. *Jurnal Harmoni*, 5(2), 52–57.
- Dimas Dwi Waskito, Hasanah, & Yuliana, M. (2023). Pengaruh kepuasan kerja, komitmen organisasi dan budaya organisasi terhadap kinerja karyawan (Studi kasus PT. Gusti Sakti Mandiri). *Media Riset Bisnis Ekonomi Sains dan Terapan*, 1(2), 42–57.
- Eva, N., & Lestari, P. (2024). Pengaruh lingkungan kerja dan motivasi kerja terhadap kepuasan kerja pegawai Pusdatin Kementerian Energi dan Sumber Daya Mineral. 13(1), 26–40.
- Farhani, D. S., & Saputra, A. (2024). Pengaruh beban kerja terhadap kinerja karyawan PT Karya Jalur Bersama Desa Tamiyang Kecamatan Tanta Kabupaten Tabalong. 7(2).
- Fransiska, Y., & Tupti, Z. (2020). Pengaruh komunikasi, beban kerja dan motivasi kerja terhadap kinerja pegawai. 3(September), 224–234.
- Ghozali, I., & Latan, H. (2015). Partial least squares: Konsep, teknik dan aplikasi menggunakan program SmartPLS 3.0. Badan Penerbit Universitas Diponegoro.
- Heryanda, K. K. (2020). Pengaruh lingkungan kerja dan disiplin kerja terhadap kinerja karyawan. 2(2), 174–184.
- Jaya, A. T. (2022). Kinerja karyawan pada PT Adira Multi Finance Tbk. *Point: Jurnal Ekonomi & Manajemen*, 4(1), 1–14.
- Jodie Firjatullah, Wolor, C. W., & Mulyono. (2023). Pengaruh lingkungan kerja, budaya kerja, dan beban kerja terhadap kinerja karyawan. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen dan Bisnis*, 2(1), 1–10.
- Kosim, A., Wicaksono, B., Alimi, S., & Gunawan, A. (2023). Pengaruh employee engagement, beban kerja, dan kepuasan kerja terhadap kinerja karyawan. 7, 281–290.
- Kurniawati, N. E., & Amin, A. (2023). Pengaruh motivasi kerja terhadap kinerja karyawan. *Afeksi: Jurnal Psikologi*, 2(2), 201–211.
- Luthan, L. (2023). Pengaruh beban kerja, stres kerja, dan lingkungan kerja terhadap kinerja karyawan PT Bank 9 Jambi Cabang Kerinci. 4(2), 119–128.
- Niken, D. P., Bayu, S. P., Dewi, S. W. P. G., & Okky, W. A. (2024). Pengaruh work life balance, lingkungan kerja dan motivasi terhadap kinerja guru pada SMA Martia Bhakti Kota Bekasi. *Indonesian Journal of Economics and Strategic Management*, 3(3), 53–67.
- Ningsih, O. L., Zaki, H., & Hardilawati, W. L. (2022). Pengaruh motivasi kerja dan lingkungan kerja terhadap kinerja karyawan pada Hotel Dyan Graha Pekanbaru. 2(1), 52–63.
- Noviana, U., & Ayuningtyas, E. A. (2024). The influence of work environment, workload, and work motivation on the performance of employees. 1(1), 1–12.
- Nurhandayani, A. (2022). Pengaruh lingkungan kerja, kepuasan kerja, dan beban kerja terhadap kinerja. 1, 108–110.
- Rafi Muhammad Farhan, & Indriyani, K. (2023). Pengaruh disiplin kerja, motivasi kerja dan lingkungan kerja terhadap kinerja karyawan. *Visionida: Jurnal Manajemen dan Bisnis*, 9(1), 72–83.
- Ratnawati, R., Wahyuni, S., Setyawati, N. F., Yuliana, L., & Mulyono, W. (2024). Analisis pengaruh beban kerja terhadap penyebab kelelahan kerja pada karyawan divisi warehouse di PT Hexindo Adiperkasa Tbk Kota Balikpapan. 10(1), 65–75.
- Safitri, A. N. (2022). Pengaruh lingkungan kerja, pemberdayaan, dan kepemimpinan terhadap kinerja karyawan (Studi di PT Phapros Tbk Semarang). *Jurnal Ekonomi dan Bisnis*, 11(2), 14–25.
- Sebastian, J. (2020). Pengaruh kompensasi dan lingkungan kerja terhadap kinerja karyawan PT Bank QNB Indonesia. 2(2), 461–468.
- Sugiyono. (2019). Metode penelitian kuantitatif, kualitatif, dan R&D. Alfabeta.
- Sugiyono. (2020). Metode penelitian kuantitatif, kualitatif, dan R&D. Alfabeta.
- Wahyu Muji Lestari, Liana, L., & Astuti, A. A. (2020). Pengaruh stres kerja, konflik kerja dan beban kerja terhadap kinerja karyawan. *Jurnal Bisnis dan Ekonomi*, 27(2), 100–110.
- Widodo, D. S., & Yandi, A. (2022). Model kinerja karyawan: Kompetensi, kompensasi dan motivasi (Literature review MSDM). 1(1), 1–14.
- Zulkifli, Z. (2022). Elemen-elemen yang mempengaruhi kinerja pegawai: Kepemimpinan, motivasi dan kepuasan kerja (Studi literature review MSDM). 3(1), 414–423.

