Workplace Symphony Harmonizing Work Environment, Workload, Compensation, and Motivation for Optimal Production Performance

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Abstract: This research paper examines the influence of work environment, workload, compensation, and motivation on the performance of production department employees at UD. Sedulur Jaya Jember. The study found that a positive work environment and heavy workload have a positive impact on employee performance, while higher compensation levels and motivation negatively affect employee performance. Multiple regression tests revealed that the work environment and compensation positively impact employee performance, while workload has a negative impact. The paper recommends that future research should incorporate additional independent variables for a more comprehensive understanding of their impact on employee performance. It also suggests the use of engaging questionnaires to enhance respondent participation and emphasizes the importance of clarity and scientific justification in addressing research objectives. The references encompass various sources on human resource management, leadership, compensation, and employee performance. This study provides valuable insights into the factors influencing employee performance and offers practical implications for organizations aiming to enhance their employees' productivity and well-being.

Keywords: work environment; workload; compensation, motivation, employee performance, UD Sedulur Jaya Jember

INTRODUCTION

Organizational success relies heavily on the effective management of human resources, recognizing them as a pivotal asset crucial for operational activities and goal attainment [1]. In the realm of employee performance, various factors, including the work environment, workload, compensation, and motivation, play significant roles [2]. The importance of these elements becomes particularly pronounced in industries like UD. Sedulur Jaya Jember, a rice milling unit facing challenges such as a recent decline in rice production. Sedarmayanti [3] emphasizes the critical role of human resources as determinants for achieving organizational goals. The optimal performance of employees is essential for sustaining the organization's viability and accomplishing its objectives. Simanjuntak [4] stresses the impact of employee performance on the stability of a company, emphasizing that poor performance can lead to unmet targets and potential bankruptcy.

Robbins and Judge [5] highlight the role of a conducive work environment in enhancing employee performance, emphasizing the positive impact of harmonious relationships with superiors, colleagues, and subordinates. Additionally, they suggest that well-equipped workplaces can positively influence employee performance. Workload, another critical factor, is analyzed through the lens of job analysis, which identifies the

tasks and categories of employees required to achieve organizational goals [6]. A suitable workload ensures that employees can fulfill their responsibilities within a specified timeframe under normal conditions [7].

Compensation is a fundamental factor influencing employee performance [8]. Proper compensation motivates employees and contributes to increased job satisfaction. Compensation is financial rewards and non-tangible benefits received by employees as part of their employment relationship. While existing studies have explored various factors influencing employee performance, there remains a gap in understanding the impact of the work environment on performance, as indicated by the research of Anggi Dinanti Akhiriani [9]. The decline in rice production at UD. Sedulur Jaya Jember in 2022 raises concerns about the factors affecting the performance of production department employees.

The study aims to address questions related to the influence of the work environment, workload, compensation, and motivation on employee performance.The findings of this research will provide valuable insights for UD. Sedulur Jaya Jember, aiding in the formulation of strategic policies to optimize the performance of production department employees. Additionally, the study contributes to the theoretical understanding of human resource management, specifically within the context of employee performance.

METHOD

Location and Time
The research was conducted at UD. Sedulur Jaya Jember, located at Jl. Jember-Ambulu, Krajan Selatan, Kertonegoro, Kecamatan Jenggawah, Kabupaten Jember. The research was carried out in the year 2023.

Identification of Research Variables
Dependent Variable (Y): Employee performance. Independent Variables (X): Work environment (X1), Workload (X2), Compensation (X3), Motivation (X4).

Research Design
Quantitative research approach. Explanatory research type.

Data Types
Quantitative data collected through surveys and experiments. Utilization of Likert scale for measurement.

Population and Sample
Population: 52 employees at UD. Sedulur Jaya Jember. Sample: All 52 employees were included (Sensus Sampling).

Data Collection Techniques
Questionnaire method for primary data, Documentation method for secondary data.

Data Analysis Techniques
Descriptive analysis for presenting and interpreting data. Instrument testing included validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroskedasticity), multiple linear regression analysis, and hypothesis testing (F-test and t-test).

Hypothesis Testing:

F-test: To determine if independent variables collectively influence the dependent variable. t-test: To assess the individual impact of each independent variable on the dependent variable.

Analysis of Coefficient of Determination (R2):
Used to measure the proportion of the dependent variable's variance explained by independent variables.

RESULTS AND DISCUSSION

UD. Sedulur Jaya Jember is a rice milling company that has grown from a small-scale business in a village with a capacity of 0.75 tons per hour to a larger-scale business in 2005, processing 1-2 tons per hour. In 2017, the company received assistance from the Jember Regency Government, which provided a Healer and a Rice Milling Machine to develop the business. However, the working conditions for employees in the milling process were not ideal, as they did not provide adequate protection from dust and noise, causing respiratory problems and other health issues.

The descriptive statistics for the variables used in the study are as follows: Age: The majority of respondents (48.1%) were between 26 and 33 years old, followed by 25.1% between 34 and 41 years old, 23.1% between 42 and 50 years old, and 3.7% over 50 years old. Education: 67.3% of respondents had completed secondary school education, 25.1% had completed elementary school education, and 7.6% had completed high school education. Work Experience: 59.6% of respondents had worked for 1-5 years, 21.1% for 6-10 years, 11.5% for 11-15 years, and 7.8% for 16-20 years.

The variables in the study are: Working Environment (X1), Measured using five indicators: Motivation for Religion, Motivation for Work, and Job Satisfaction. Job Load (X2), Measured using five indicators: Job Stress, Job Strain, Job Satisfaction, Job Pressure, and Work-Family Conflict. Compensation (X3), Measured using three indicators: Salary, Wage, and Employee Benefits. Motivation (X4), Measured using three indicators: Intrinsic Motivation, Extrinsic Motivation, and Vocational Motivation. Job Performance (Y), Measured using five indicators: Quantity, Quality, Attitude, Attendance, and Cooperation.

The validity test was conducted to determine the reliability of the data obtained from the questionnaire. The test used was the product-moment correlation coefficient, by correlating each question with the total score. The results were then compared with the critical value significant at 5%. The validity test results for each variable are as follows: Linguistic Environment (X1): Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid). Job Load (X2): Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid). Compensation (X3): Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid). Motivation (X4): Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid), Rt = 0.266, Sig = 0.000 (Valid). The validity test results indicate that the questionnaire has good validity for measuring the variables in the study.

The reliability test shows that the model is reliable, while the classic assumption test shows that there is no multicollinearity, normality, and heteroscedasticity. The regression analysis shows that work environment, workload, compensation, and motivation have a significant effect on employee performance. The hypothesis testing shows that the F-test and t-test are significant, and the coefficient of determination (R2) is 0.789, indicating that 78.9% of the variation in employee performance can be explained by the independent variables. The analysis of variance (ANOVA) was conducted to test the reliability of the instrument, and the results showed that the instrument was reliable. The study used multiple regression analysis to analyze the relationship between the independent variables (Lingkungan Kerja, Beban Kerja, Kompensasi, and Motivasi) and the

dependent variable (Kinerja Karyawan). The results of the multiple regression analysis showed that the independent variables had a significant effect on the dependent variable, with an R-squared value of 0.73, indicating that the model explained 73% of the variance in the dependent variable. The coefficients of the regression analysis were then interpreted. The negative coefficient of Motivasi indicated that as Motivasi increased, Kinerja Karyawan would decrease (H1 was accepted). The data showed that most respondents strongly agreed with the Motivasi variable, suggesting that Motivasi in Sedulur Jaya Jember was very good and in line with the expectations of employees.

The analysis of variance (ANOVA) was conducted to test the hypothesis that there is a significant difference in the means of the dependent variable (Kinerja Karyawan) according to the treatment (Lingkungan Kerja, Beban Kerja, Kompensasi, and Motivasi). The results showed that the R-squared value (R^2) for the adjusted model was 0.785, indicating that the model explained 78.5% of the variance in the dependent variable. The F-statistic was calculated to test the null hypothesis that there is no significant difference in the means of the dependent variable (Kinerja Karyawan) according to the treatment (Lingkungan Kerja, Beban Kerja, Kompensasi, and Motivasi). The results showed that the F-statistic was significant ($F = 8.02$, $p < 0.000$), indicating that there was a significant difference in the means of the dependent variable (Kinerja Karyawan) according to the treatment. The t-statistic was calculated to test the null hypothesis that there is no significant difference in the means of the dependent variable (Kinerja Karyawan) according to the treatment (Lingkungan Kerja, Beban Kerja, Kompensasi, and Motivasi). The results showed that the t-statistic was significant ($t = 3.08$, $p < 0.000$), indicating that there was a significant difference in the means of the dependent variable (Kinerja Karyawan) according to the treatment. The R-squared value (R^2) was calculated to determine the proportion of the dependent variable (Kinerja Karyawan) that can be explained by the independent variables (Lingkungan Kerja, Beban Kerja, Kompensasi, and Motivasi). The results showed that the adjusted R-squared value was 0.785, indicating that the model explained 78.5% of the variance in the dependent variable.

The research investigates the influence of work environment, workload, compensation, and motivation on employee performance at UD. Sedulur Jaya Jember. Multiple regression analysis was conducted, revealing significant positive effects of work environment (H1 accepted), workload (H2 accepted), and negative effects of compensation (H3 accepted) and motivation (H3 accepted) on employee performance. The study found that a positive work environment, as indicated by factors such as lighting, air humidity, soundproofing, and air circulation, positively affects employee performance [10, 11, 12]. Additionally, a heavy workload, measured by factors like target achievement, job conditions, and job standards, was positively associated with employee performance. However, higher compensation levels were negatively correlated with employee performance, suggesting potential overcompensation issues. Motivation, measured through self-esteem, participation, and attention from superiors, also negatively impacted employee performance. The research aligns with existing studies indicating the influence of leadership, compensation, and motivation on employee performance. The findings emphasize the importance of maintaining a conducive work environment, managing an appropriate workload, and ensuring fair compensation and motivational strategies to enhance overall employee performance [13,14].

CONCLUSION

The multiple regression tests indicate significant impacts on employee performance at UD. Sedulur Jaya Jember. A positive impact is observed for the work environment and compensation, suggesting that a good work environment and higher compensation enhance employee performance. Conversely, a negative impact is identified for workload, indicating that a quality workload decreases employee performance. Future

researchers are encouraged to include additional independent variables for a more comprehensive understanding of their impact on employee performance. Additionally, designing engaging questionnaires is recommended to boost respondent participation. In the conclusion, it is emphasized that clarity and scientific justification are essential, addressing research objectives and providing insights for future experiments.

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