

The Influence of Workload and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at CV Sukses Bersama Jember

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Abstract

This study investigates the influence of workload and work environment on employee performance, with job satisfaction functioning as an intervening variable at CV Sukses Bersama Jember. The research is prompted by suboptimal employee performance, evidenced by discrepancies between targeted and actual Key Performance Indicators (KPI) in recent years, as well as indications that workload and work environment conditions affect job satisfaction levels, which subsequently impact employee performance. A quantitative methodology was utilized, with data gathered through questionnaires. The population comprised all employees of CV Sukses Bersama Jember, with a sample of 112 respondents. Data analysis utilized Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) was performed using SmartPLS software. The findings indicate that workload and work environment exert positive and significant effects on job satisfaction. Furthermore, workload, work environment, and job satisfaction exhibit positive and significant influences on employee performance. Job satisfaction was substantiated as a mediator in the relationship between workload, work environment, and employee performance. These outcomes imply that optimized management of workload and work environment promotes elevated job satisfaction, which in turn enhances employee performance. Consequently, the study implies that organizations should prioritize balanced workload distribution and a conducive work environment to sustainably enhance job satisfaction and employee performance.

Keywords: Workload; Work Environment; Job Satisfaction; Employee Performance; Intervening Variable.

INTRODUCTION

In an increasingly competitive business environment, companies are required to manage human resources effectively to achieve organizational goals optimally. Human resources are a crucial asset that determines organizational success, as employee performance significantly affects productivity and the sustainability of company operations (Mukhlis et al., 2023). Therefore, organizations must attend to the diverse factors that influence employee performance, including workload, work environment, and job satisfaction. Employee performance reflects the outcomes achieved in carrying out assigned tasks and responsibilities, making it a key factor in achieving organizational targets (Dwi & Ismoyo, 2023).

Workload constitutes a key factor that can impact employee performance. Excessive workload may lead to physical and mental

fatigue, which can reduce productivity, while insufficient workload may decrease employee motivation (Setiawan & Yana, 2021). Furthermore, the work environment assumes a pivotal role in enhancing employee performance. Conducive work environment encompassing both physical and non-physical dimensions fosters a sense of comfort, safety, and support for work-related activities. Conversely, an unfavorable work environment may reduce employee morale and negatively impact performance (Widnyasari & Surya, 2023). On the other hand, job satisfaction, as a psychological response to work, also influences performance. Employees with higher job satisfaction tend to demonstrate better motivation, loyalty, and performance (Priyono & Tampubolon, 2023).

Issues related to workload, work environment, and job satisfaction are also found at CV Sukses Bersama Jember. In recent years,

employee performance has not fully met the company's targets, as indicated by the gap between the target and realization of Key Performance Indicators (KPI). This condition suggests the existence of performance gaps that require attention from management.

Table 1. Employee Key Performance Indicator (KPI) Achievement at CV Sukses Bersama Jember

Year	Performance Indicator	Target (%)	Realization (%)
2022	Timeliness of task completion	100	92
2023	Employee productivity	100	88
2024	Work quality	100	85
2025	Work discipline	100	90

Source: Processed data, 2025

As evidenced by the table, employee performance realization has consistently fallen short of the company's established targets. This condition indicates a performance gap that needs further evaluation. Furthermore, the increase in the number of projects in 2023, reaching 20 projects with a total contract value, resulted in a significant increase in employee workload, with an average working time of 50 hours per week. This condition has led to work fatigue among employees. In addition, work environment conditions such as high temperatures, noise, and limited rest facilities also affect employee comfort and concentration.

Employee performance evaluations show that only a portion of employees were able to meet performance targets, with only around 59% achieving the expected standards in 2024. This indicates that employee performance is not yet optimal and is likely influenced by high workload and less supportive work environment conditions. Previous studies also reveal inconsistent findings regarding the impacts of workload and work environment on employee performance, with limited research exploring job satisfaction as an intervening variable, particularly within the construction sector.

In light of these circumstances, This research investigates the impact of workload and work environment on employee performance, positioning job satisfaction as a mediating variable at CV Sukses Bersama Jember. It aims to analyze both direct and indirect relationships among workload, workplace conditions, job satisfaction, and staff performance. while offering practical

implications for enhancing employee performance through effective workload management and the cultivation of a supportive work environment.

Literature Review

Employee performance is a central issue in organizational behavior studies, as it reflects how effectively employees carry out their roles and responsibilities within an organization. According to Robbins and Judge (2017), employee performance is influenced by a combination of ability, motivation, and opportunity. This perspective suggests that performance is not solely determined by individual competence but also by how organizations create conditions that support employees in performing their tasks effectively.

In this context, job satisfaction becomes an important factor in explaining employee performance. Herzberg's Two-Factor Theory distinguishes between motivator factors, such as achievement and recognition, and hygiene factors, such as working conditions and organizational policies (Ginting, 2026). While motivators can enhance satisfaction, inadequate hygiene factors may lead to dissatisfaction. This indicates that employees' psychological responses toward their work play a crucial role in determining their performance outcomes.

Furthermore, work environment constitute primary external factors impacting job satisfaction and employee performance. Workload refers to the amount of tasks, responsibilities, and time pressure faced by employees (Riyanto et al., 2025). Excessive workload can lead to stress, fatigue, and decreased job satisfaction, which ultimately reduces performance. This implies that workload not only affects employees physically but also shapes their psychological responses, particularly in terms of satisfaction and motivation. Conversely, a balanced workload can provide positive challenges that enhance engagement and productivity.

Beyond workload, the work environment also exerts a substantial influence on employee behavior and performance. The work environment includes both physical and non-physical aspects, such as workplace facilities, interpersonal relationships, and organizational atmosphere (Sedarmayanti, 2017). A supportive work environment can create a sense of comfort and security, enabling employees to work more effectively. On the other hand, an unfavorable

work environment may lead to discomfort, reduced motivation, and lower job satisfaction, which in turn negatively impacts performance.

Numerous prior studies substantiate the interrelationships among workload, work environment, job satisfaction, and employee performance. Ramadhan and Halim (2023) found that workload and work environment have a significant positive effect on employee performance, both directly and indirectly through job satisfaction as a mediating variable. Similarly, Syamsudin et al. (2023) confirmed that job satisfaction plays a significant mediating role in strengthening the relationship between working conditions and employee performance. Other studies also indicate that excessive workload tends to reduce job satisfaction, while a supportive work environment enhances both satisfaction and performance.

These findings suggest that job satisfaction serves as an important mechanism that explains how workload and work environment influence employee performance. In other words, the impact of working conditions on performance does not always occur directly but is often mediated by employees' psychological responses toward their jobs.

Based on the theoretical and empirical Review, It can be concluded that workload and work environment are critical factors Influencing employee performance, both Directly and indirectly through job satisfaction. Therefore, job satisfaction is positioned as an Intervening variable that provides a more Comprehensive explanation of the relationship Between working conditions and employee Performance. This conceptual framework provides the foundation for examining the influence of workload and work environment on employee performance, with job satisfaction serving as a mediating variable.

METHOD

This research employs a quantitative associative methodology to explore the interrelationships among workload, work environment, job satisfaction, and employee performance. The research was conducted at CV Sukses Bersama Jember. The population encompassed all 112 employees of the company. Non-probability sampling was utilized, particularly the saturated sampling (census) technique,, wherein the entire

population served as the research sample, resulting in 112 respondents.

The data employed in this study included both primary and secondary sources. Primary data were collected directly from respondents using structured questionnaires administered to employees, whereas secondary data were derived from books, journals, and relevant scholarly literature.

Data collection techniques included: (1) questionnaires administered to respondents to obtain data on the research variables; (2) in-depth interviews conducted with employees to obtain nuanced insights; and (3) documentation of relevant records to corroborate the data.

Following data collection, analysis was conducted employing Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with WarpPLS 8.0 software. The analytical procedures encompassed: outer model evaluation (assessing validity and reliability), inner model assessment (encompassing R-square, Q-square, and path coefficients), along with hypothesis testing using t-statistics and p-values. Mediation analysis was also performed to assess the indirect effects of workload and work environment on employee performance mediated by job satisfaction.

RESULT and DISCUSSION

Result

The results of this study are delineated systematically, aligned with the data analysis conducted, including respondent demographics, structural model evaluation (inner model), and hypothesis testing outcomes.

Based on the data collected, the respondents in this study were dominated by male employees. This condition is in line with the type of work in the company, which operates in the construction sector.

Table 2 Respondent Characteristics Based on Gender

Gender	Total	Percentage
Male	112	100%
Female	0	0%
Total	112	100%

Source: Processed data by researcher, 2026

Based on Table 2, all respondents were male, totaling 112 people (100%). This indicates that the workforce at CV Sukses Bersama Jember is dominated by male

employees due to the nature of work that requires physical labor.

The structural model testing aims to determine the relationships between variables in this study using path coefficients and R-Square values.

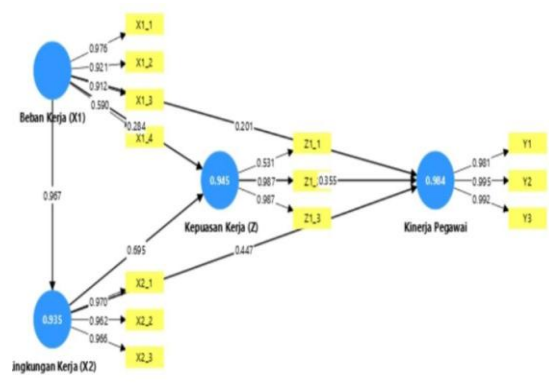


Figure 1 Inner Model Test Results
(Source: Processed data, 2026)

As depicted in Figure 1, Workload (X1) and Work Environment (X2) impact Job Satisfaction (Z), which subsequently influences

Employee Performance (Y). The path coefficients indicate positive relationships among variables. This means that an increase in independent variables tends to be followed by an increase in dependent variables, although the magnitude of the effects varies.

Additionally, workload and work environment demonstrate direct influences on employee performance. This implies that employee performance is shaped not only indirectly via job satisfaction as a mediator but also directly by these predictors. The R-square value for job satisfaction stands at 0.945, denoting that workload and work environment account for 94.5% of the variance in job satisfaction, reflecting strong explanatory power. Likewise, the R-square for employee performance is 0.984, underscoring the model's outstanding predictive strength by explaining 98.4% of the variance in the outcome variable.

Testing of hypotheses was carried out to evaluate the direct and indirect influences between the variables.

Table 3 Summary of Hypothesis Testing Results

No	Variables	Type of Effect	Coefficient	P-Value	Result	Description
1	Workload (X1) → Job Satisfaction (Z)	Direct	0.956	0.000	Significant	H1 accepted
2	Workload (X1) → Employee Performance (Y)	Direct	0.973	0.000	Significant	H2 accepted
3	Workload (X1) → Work Environment (X2)	Direct	0.967	0.000	Significant	H3 accepted
4	Job Satisfaction (Z) → Employee Performance (Y)	Direct	0.355	0.008	Significant	H4 accepted
5	Work Environment (X2) → Job Satisfaction (Z)	Direct	0.695	0.000	Significant	H5 accepted
6	Work Environment (X2) → Employee Performance (Y)	Direct	0.694	0.000	Significant	H6 accepted
7	Workload (X1) → Job Satisfaction (Z) → Performance (Y)	Indirect	0.339	0.000	Significant	H7 accepted
8	Work Environment (X2) → Job Satisfaction (Z) → Performance (Y)	Indirect	0.247	0.000	Significant	H8 accepted

Source: Processed data by researcher, 2026

Based on Table 3, all variables show significant effects, both directly and indirectly. The p-values, which are less than 0.05, confirm that all hypotheses in this study are supported.

These outcomes underscore the critical roles of workload and work environment in enhancing job satisfaction and employee performance. Moreover, job satisfaction is validated as a mediator between the independent variables and employee performance.

Discussion

The Effect of Workload on Employee Performance

The analysis reveals that workload exerts a significant impact on employee performance. This indicates that workload is an important factor influencing employee performance at CV Sukses Bersama Jember. Thus, the hypothesis stating that workload exerts a positive and significant influence on employee performance is confirmed. From a theoretical perspective,

according to Robbins and Judge (2017), workload can influence employee performance. Overly heavy workloads may induce fatigue, stress, and reduced focus, consequently diminishing performance. However, an appropriate workload can create positive challenges and improve performance.

In this study, workload significantly affects employee performance because the nature of work in the construction sector is dynamic and target-oriented. Employees tend to perceive workload as a responsibility that must be completed efficiently and on time. In addition, work experience and adaptability enable employees to manage their workload effectively, leading to improved performance. This finding is consistent with previous studies by Ramadhan and Halim (2023) and Mutiara (2021), which found that workload has a significant effect on employee performance.

The Effect of Work Environment on Employee Performance

The results affirm that work environment significantly affects employee performance. This implies that a supportive work environment can directly enhance employee performance. Consequently, the corresponding hypothesis is accepted. According to Sedarmayanti (2017), the work environment includes physical and non-physical conditions that influence employee comfort and productivity. A supportive work environment is expected to enhance motivation and performance.

In this study, the work environment at the company is considered supportive, including adequate facilities, good teamwork, and effective communication. These conditions encourage employees to work more optimally and achieve performance targets. This result is in line with studies by Ramadhan and Halim (2023) and Hermawan (2022), although it differs from Mutiara (2021), which found no significant effect. Such variations may stem from divergent organizational settings and individual employee perceptions.

The Effect of Job Satisfaction on Employee Performance

The analysis shows that job satisfaction has a significant impact on employee performance, suggesting that greater job satisfaction is linked to superior performance outcomes. According to Robbins and Judge

(2017), job satisfaction reflects a positive attitude toward work, which can increase motivation, responsibility, and productivity. Employees exhibiting higher job satisfaction demonstrate superior performance.

In this study, job satisfaction functions as an internal psychological factor that motivates employees to perform more effectively. Employees who perceive a sense of comfort, value, and support typically exhibit greater commitment and performance. This finding is supported by Herzberg's Two-Factor Theory and previous studies such as Syamsudin et al. (2023) and Aulia Talitha Uma et al. (2024).

The Effect of Workload on Job Satisfaction

The results affirm that workload exerts a significant influence on job satisfaction. This suggests that workload influences how satisfied employees feel with their jobs. Theoretically, workload that is too high can reduce job satisfaction due to stress and fatigue. However, in this study, workload is well-managed and perceived as a positive challenge. Employees view workload as part of their responsibility, which contributes to their sense of accomplishment.

This finding is consistent with studies by Pradyana (2025) and Aulia Talitha Uma et al. (2024), which also found a significant relationship between workload and job satisfaction.

The Effect of Work Environment on Job Satisfaction

The analysis confirms that work environment has a substantial influence on job satisfaction. A conducive work environment increases employee comfort and satisfaction.

According to Sedarmayanti (2017), a good work environment includes adequate facilities, supportive relationships, and a comfortable atmosphere. In this study, employees perceive their work environment as supportive, which enhances their satisfaction. This finding is consistent with prior research, which posits that a positive work environment substantially contributes to job satisfaction.

The Effect of Workload on Employee Performance through Job Satisfaction

The findings show that workload indirectly and significantly affects employee performance mediated by job satisfaction, thereby validating the mediating effect of job

satisfaction on the workload-performance linkage.

This result supports organizational behavior theory (Robbins and Judge, 2017) and Herzberg's Two-Factor Theory, where job satisfaction plays an important role in influencing performance. In this study, effective workload management elevates job satisfaction, which subsequently improves employee performance. This finding is consistent with studies by Souisa et al. (2025) and Aulia Talitha Uma et al. (2024).

The Effect of Work Environment on Employee Performance through Job Satisfaction

The results indicate that work environment has a significant indirect impact on employee performance via job satisfaction, thereby confirming job satisfaction's role as a mediating variable. A supportive work environment enhances employee comfort and satisfaction, which in turn elevates performance. Satisfied employees typically exhibit greater motivation and commitment to their tasks.

This result is in line with studies by Syamsudin et al. (2023) and Aulia Talitha Uma et al. (2024), which also found that job satisfaction mediates the relationship between work environment and performance.

CONCLUSION

From the study's outcomes on the impact of workload and work environment on employee performance, mediated by job satisfaction at CV Sukses Bersama Jember, the following conclusions emerge: (1) Workload substantially influences both employee performance and job satisfaction, suggesting that optimally managed workload fosters enhanced productivity, performance, and job satisfaction among employees; (2) The work environment markedly affects employee performance and job satisfaction, with a supportive setting promotes employee comfort, motivation, and performance while positively contributing to job satisfaction; (3) Job satisfaction plays a pivotal role both as a direct determinant of employee performance and as an intermediary in the pathway from workload and work environment to employee performance, indicating that satisfied employees exhibit superior performance and heightened work motivation.

The suggestion that the researcher wants to convey is that it is expected that CV Sukses Bersama Jember can continue to improve the management of workload and create a more conducive work environment to sustain and elevate employee performance and job satisfaction. In addition, the company is expected to provide better support for employees through fair workload distribution, effective communication, and a supportive work atmosphere. Subsequent researchers should build upon this work by including other variables like motivation, leadership, or occupational stress, and by exploring alternative research settings to generate broader and more diverse findings.

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