



The Influence of Job Demand and Work Environment on Employee Performance

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Abstract

This research discusses how job demands and the work environment influence employee performance. Work demands can cause stress and fatigue in employees, but a good work environment can improve employee performance. The survey method uses a quantitative method using simple random sampling. Data was collected through questionnaires and analyzed using the R-squared algorithm analysis and path coefficient bootstrapping in SmartPLS. The research results show that job demands have a significant negative influence on employee performance, while the work environment has a significant positive influence on employee performance. This study suggests the importance of managing and maintaining job demands at a moderate level and the importance of a comfortable ergonomic work environment in improving employee performance. This study highlights the importance of managing work demands and providing a conducive work environment to improve employee performance.

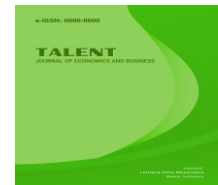
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Introduction

Human Resources are a crucial asset for a company, as they determine the success of an organization. The success of an organization or business is influenced by the performance of managers or employees, and the work performed by employees is an investment. This is because employees dedicate their time and energy to achieve their goals, such as economic benefits, associations, and social situations (Lestary & Chaniago, 2017).

In Indonesia, 37% of employees experience stress due to excessive job demands, which correlates with a 17% decrease in performance. Additionally, improvements in the physical work environment have been proven to increase employee performance by up to 20%. Non-physical work environments, such as culture and supervisor support, are also considered to have a positive impact on employee performance (Boubaker et al., 2022).

The limitations of time to complete a job and constantly high job demands lead to high job demands that must be completed immediately (Diana & Frianto, 2020). From the issues of job demands and the work environment, there is a phenomenon of Burnout. This condition is marked by extreme exhaustion, a decreased ability to regulate cognitive and emotional processes, and mental distance. Burnout has been proven to correlate with anxiety and depression, potential predictors of broader mental health challenges. According to Merza Gamal (2022), burnout occurs due to inappropriate approaches, and companies pay a high price for failing to address workplace factors highly correlated with exhaustion, such as toxic behavior. Increasing evidence explains how exhaustion and its correlation can incur expensive



costs for companies with issues of resignation. The unprecedented phenomenon of turnover in companies makes these costs more apparent. Hidden costs for employers also include absenteeism, lower engagement, and decreased productivity.

According to Oktarina (2017), job demand is an excessive burden that can be divided into two types: quantitative and qualitative. Quantitative job demand refers to unfinished tasks due to insufficient time, while qualitative job demand arises when an individual lacks the necessary skills to complete a task. Job demand can lead to the overburdening of employees with increasing demands, especially requiring individuals to exert extra effort in completing tasks. There are three indicators of job demand: work overload, emotional demand, and technology demand. Work overload involves having too much work to do, both physically and mentally, leading to exhaustion. Emotional demand arises when facing job demands that disrupt one's emotional well-being. Technology demand involves tasks that require the use of technology in task completion. In other words, job demand is a request or demand placed on an individual or group to complete tasks or assignments within a company, causing pressure that can affect a person's physical and psychological conditions (Lee et al., 2017).

Job demand can negatively impact employee performance due to high pressure that affects both physical and psychological well-being. First, physical fatigue is characterized by symptoms such as low energy, physical fatigue, lack of enthusiasm in work, increased mistakes, and feeling unwell despite no physical abnormalities. Second, emotional fatigue includes feelings of helplessness, depression, and feeling trapped in one's job. Emotional fatigue triggers individuals to become easily irritable without clear reasons, feel alienated from coworkers, and lose work motivation. Third, behavioral fatigue occurs when individuals become less sensitive, lack empathy, and exhibit a cynical attitude towards others while behaving foolishly towards themselves, their work, and their lives. Fourth, low self-achievement involves a lack of self-actualization, low work motivation, decreased self-confidence, and a belief that they may not succeed in the future (Diana & Frianto, 2020).

The work environment is crucial to consider in a company. Even in non-production jobs in industries, it remains essential and has a significant impact. Unfortunately, this issue often receives less attention, and the workplace has a direct impact. From the employees' perspective, a conducive work environment can enhance their performance, while an incomplete work environment can reduce efficiency. The workplace also contributes to organizational commitment; employees who feel comfortable working in an informal environment are likely to be more committed. With a good work environment, employees will feel comfortable working in the office or attending meetings, contributing significantly to the efficiency and effectiveness of project implementation (Putra, 2010).

Job demands refer to the physical, psychological, social, and organizational aspects of a job that require effort to accomplish and impact specific physical or psychological aspects. Some dimensions of job demands include high work pressure, emotionally-related job conditions, job complexity, role conflict, and job conditions that require accurate thinking (cognitive demand). Sampson & Akyeamong (2014) state that numerous studies have found that demands placed by organizations can create pressure on employees, resulting in symptoms of stress and overwork. Job demands encompass exposure to various factors such as workload, work patterns, the work environment, and the high level of job-related stress experienced by employees in relation to their workload and responsibilities. Job demands can undoubtedly exert pressure on an individual if the speed of task demands is perceived as excessive, leading



to increased anxiety and stress. High job demands make employees want to leave the environment, thus making them disloyal to the company, resulting in high turnover intentions (Robbins et al., 2013).

The work environment is one of the determining factors of employee performance. Employee performance is a key to a company's success. Therefore, every company must have a work environment suitable for the continuity of employee work and performance improvement. A supportive work environment is one that has the ability to engage employees in their performance (Lestary & Chaniago, 2017). According to Mangkunegara (2013), the work environment includes all physical, psychological, and regulatory aspects of work that can affect job satisfaction and productivity achievement.

Given the aforementioned phenomena, the researcher has a reason to conduct research on job demands and the work environment because many companies overlook the importance of job demands that can affect employee performance and the importance of maintaining a good company environment to retain employees.

Method

The research method employed in this study is a quantitative approach. The study is conducted in the industrial area of Cikarang. The population in this research consists of employees working in the industrial area of Cikarang. The sampling method used in this study is simple random sampling. The respondents total 100, determined by the formula from Hair et al. (2010), which explains that if the population size is unknown, the determinant of the sample size is calculated by multiplying 5-10 by the number of indicators, resulting in $5 \times 10 = 50$. Data collection is performed using a questionnaire method through Google Forms. The assessment scale utilizes the Likert scale. The analysis methods employed in this research are R Square algorithm analysis and path coefficients bootstrapping on SmartPLS to analyze the influence of Job Demands and the Work Environment on Employee Performance.

Results and Discussion

The respondents from this questionnaire consist of 100 employees, with 71% being female and 29% male. This data acquisition indicates that the dominant respondents in this study are female. The respondents include 8% of employees under the age of 20, 89% aged between 20-29 years, and 3% aged 25-30 years.

Table 1 R Square Algorithm SmartPLS

	R Square	R Square Adjusted
KK_	0,338	0,324

Source: Data processed (2023)

Based on the given R-square value for the Employee Performance variable, it can be analyzed that the R-Square value is 0.338. This means that the variability of Employee Performance explained by the regression model is 33.8%. The Adjusted R-Square value is 0.324, indicating that the variability of Employee Performance explained by the regression model is 32.4%, adjusted for the number of independent variables used. In conclusion, with an R-square value of 33.8% (adjusted 32.4%), it means that job demands and the work



environment can explain the variation in employee performance by 33.8%. The remaining 66.2% is explained by other factors outside the model.

Table 2 Path Coefficients Bootstrapping SmartPLS

	Original Sample (O)	Sample Mean (M)	Standard (STDEV)	Deviation	T ((O/STDEV))	Statistics	P Values
JD KK	-> -0,198	-0,210	0,073		2,727		0,007
LK KK	-> 0,490	0,511	0,076		6,431		0,000

Source: Data processed (2023)

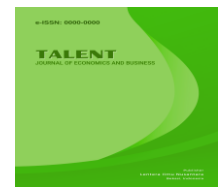
The bootstrapping results show that the original sample value (O) = 0.490 indicates a positive direction of the relationship. The T Statistics value (2.727) > 1.96, and the P Value (0.007) < 0.05, therefore, H₀ is rejected. The T Statistics value (6.431) > 1.96, and the P Value (2.97348E-10) < 0.05, thus, H₀ is rejected. In conclusion, there is a significant negative influence of Job Demand on Employee Performance. This finding is consistent with the study conducted by Putra (2010), which states that Job Demand has a negative effect on employee performance, meaning that if the Job Demand variable increases by one unit, employee performance will decrease by 1.575 units. However, another study by Casmiati and Haryono (2015) suggests that job demand, with burnout moderation, has a positive and significant effect on employee performance. Another study by Diana and Frianto (2020) also states that job demand has a positive effect on employee performance through burnout. This means that burnout can mediate the direct influence of job demand on employee performance.

The high job demands will have a negative impact on employee performance, both directly and indirectly. Therefore, efforts should be made to manage job demands to keep them at a moderate level.

On the other hand, the influence of the Work Environment (LK) on Employee Performance (KK) shows an original sample value (O) = 0.490, indicating a positive direction of the relationship. The T Statistics value (6.431) > 1.96, and the P Value (2.97348E-10) < 0.05; thus, H₀ is rejected. In conclusion, there is a significant positive influence of the work environment on employee performance. This study is consistent with research conducted by Ferawati (2017), stating that the work environment and work discipline have a significant impact individually and collectively on employee performance at PT. Cahaya Indo Persada Surabaya. A comfortable work environment and a high level of discipline will enhance employee performance. Another study by Rahmawanti (2014) states that both physical and non-physical work environments have a significant influence on employee performance. Simultaneous testing results show that the physical and non-physical work environments have a significant impact on employee performance.

However, research by Nabawi (2019) states that the work environment partially has no significant effect on employee performance variables. This result proves that the work environment variable has no significant effect on employee performance at the Public Works and Housing Office of Aceh Tamiang.

The physical work environment includes workplace conditions such as layout, lighting, air temperature, cleanliness, and noise. The non-physical work environment includes the work



atmosphere, interpersonal relationships, organizational culture, and company management systems. A conducive and ergonomic work environment will make employees feel comfortable and safe, allowing them to concentrate and focus on their work. Conversely, an inadequate work environment has the potential to disrupt employee comfort, ultimately reducing productivity. A good work environment, both physical and non-physical, will motivate employees to give their best performance, demonstrate high dedication, and collaborate with colleagues. In the end, improving the work environment will lead to an increase in employee performance, positively impacting the overall productivity of the company.

In conclusion, Job Demand has a significantly negative effect on Employee Performance, while the Work Environment has a significantly positive effect on Employee Performance, based on the provided statistical data.

Conclusion

This study reveals the impact of job demands and the work environment on employee performance. The research results indicate that job demands have a significantly negative effect on employee performance, while the work environment has a significantly positive influence on employee performance. Therefore, management should pay attention to managing job demands to maintain them at a reasonable level and create an ergonomic and conducive work environment to enhance employee performance. The research method employed is quantitative, with sample selection using simple random sampling, and data analysis utilizing the algorithm R-squared and bootstrapping path coefficient in SmartPLS. The implications of this study highlight the importance of managing job demands and creating a conducive work environment to improve employee performance.

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