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THE INFLUENCE OF OCCUPATIONAL HEALTH AND SAFETY (OHS) PROGRAMS, WORK ENVIRONMENT, AND WORKLOAD ON EMPLOYEE PERFORMANCE AT PT. PLN (PERSERO) UIW SULUTENGGO UP3 GORONTALO ULP TELAGA

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Abstract

This study aims to (1) determine the influence of occupational health and safety on employee performance at PT PLN (Persero) Sulutenggo Regional Main Unit (UIW) UP3 Gorontalo, ULP Telaga; (2) determine the influence of the work environment on employee performance; and (3) determine the influence of workload on employee performance. The study sample consisted of 112 respondents, and the analytical tool used was multiple linear regression. Furthermore, the study employed a descriptive quantitative method, collecting data both online through Google Forms and offline via questionnaires. The findings indicate that (1) partially, Occupational Health and Safety (OHS) program significantly influences employee performance, with a significance value of 0,000 < 0,05 and T count value > T table (5,011 > 0,676); (2) partially, work environment has a significant influence on employee performance, with a significance value of 0,000 < 0,05 and T count value > T table (3,615 > 0,676); (3) partially, workload has a significant influence on employee performance, with a significance value of 0,000 < 0,05 and T count value > T table (5,297 > 0,676); and (4) simultaneously, occupational health and safety, work environment, and workload have a positive and significant influence on employee performance, with a significance value of 0,000 < 0,05 and F count value > F table (16,536 > 2,69). The determination coefficient (R) is 0,661, indicating a moderate correlation,

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whereas the R-square value is 0,437, which indicates that 43,7% of employee performance is influenced by occupational health and safety programs, work environment, and workload, whereas the remaining 57,3% is influenced by other variables not examined in this study, such as compensation, motivation, leadership, training, and other factors that can be explored in future research.

Keywords: Occupational Health and Safety Program, Work Environment, Workload, Employee Performance

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INTRODUCTION

An organizational system within the government, where employees are a very important factor for the progress, smooth operation, and effectiveness of an agency or a company. Humans possess intellect, desires, feelings, abilities, skills, knowledge, drives, and also the capability to produce work. In order to conduct disciplinary guidance for government officials, human resources within government organizations are needed, which play a significant role in determining the success of national development, both physical and non-physical development (Omar et al, 2025). One of the factors that affects the level of success of an organization is employee performance.

Employee performance, according to Carudin (2011) is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Every company always expects to have achievements because having high-performing employees will provide optimal contributions to the company. On the other hand, institutions highly expect their employees to work well, possess a strong sense of responsibility, and be able to carry out the company's vision and mission.

The Occupational Health and Safety (OHS) program must be a top priority for management because it saves lives, increases productivity, and reduces costs (Ernawati et al., 2020). This OHS program should emphasize worker involvement, continuous monitoring, and overall health components. Workplace safety requires that safe working conditions should not pose significant risks to individuals deemed unfit to perform their jobs.

A person's workload has been determined in the form of company work standards according to their type of work (Magfira et al., 2023). Employee workload can occur in three conditions. First, workload according to the standard. Second, workload that is too high (over capacity). Third, workload that is too low (under capacity). Workloads that are too heavy or too high will affect employee performance, resulting in decreased employee performance.

PT. PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga is a company engaged in the distribution of electricity, particularly in Gorontalo, located at Jln. M. Thayeb Gobel Kel. Tapa, Kec. Sipatana, Kota Gorontalo. This company serves public interests and operates in areas such as electricity bill payment services, new installation and power change services, customer complaint services regarding meter readings, and smart electricity (electricity credits/prepaid), which is the latest product from PT. PLN (Persero).

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No	Indicator	Year					
		2021		2023		2024	
		Target	Realization	Target	Realization	Target	Realization
1	Electricity salesa. A.Electricity salesb. B.Revenue from electricity sales from special services and multi-purpose tariffs	**100%**	**89,94%**	**100%**	**88,72**	**100%**	**90,33%**
2	Service improvementa a. Number of active users of 'PLN b. Response to complaints Recovery Time regarding complaints and disturbances	**100%**	**90,04%**	**100%**	**85,17%**	**100%**	**89%**
3	Customer addition	**100%**	**70%**	**100%**	**75,20%**	**100%**	**80%**

Source: *Staffing of PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga. (2024)*

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The results of the initial documentation study at PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga, as shown in Table 1, indicate that the average individual employee performance from 2021 to 2023 has not yet met the 100 percent target. Although the individual performance achievements over the past three years at PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga are categorized as good, they are not yet optimal because they have not met the 100 percent target, and therefore do not yet support the improvement of organizational performance at PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga.

LITERATURE REVIEW

Attribution Theory

The Grand Theory underlying this research is Attribution Theory, developed by Heider (1958). Attribution theory is a theory that explains the process of determining the causes and motives of someone's behavior. This theory explains how a person interprets the causes of others' or their own behavior, determined by internal or external factors. Heider (1958) stated that internal forces (personal attributes such as ability, effort, and fatigue) and external forces (external attributes such as rules and weather) simultaneously influence a person's behavior. Internal and external attributions have been stated to affect individual performance evaluations, for example, in determining how a superior treats their subordinates and influencing an individual's attitude toward work.

In this study, the researcher uses attribution theory because the researcher will conduct an empirical study to understand the personal characteristics of employees. This is because, basically, personal characteristics are one of the determinants of employees' performance levels.

Employe Performance

According to Mangkunegara in Rahman (2019), performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. The term performance is a translation of 'performance,' which is often interpreted by scholars as appearance, work display, or achievement, Keban & T. Yeremias, (2007). In contrast, Lucky (2021) defines performance as "the record of outcomes produced on a specified job function or activity during a specified time period." In this definition, the aspect emphasized by both authors is the record of outcomes or final results. obtained after a job or activity is carried out over a certain period of time.

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According to Kasmir (2019), performance measurement considers the following aspects:

1) Work results
2) Work behavior
3) Personal traits
4) Quantity
5) Quality
6) Timeliness

Work Environment

According to Sedarmayanti & Haryanto (2017), the Work Environment is the entirety of tools, equipment, and materials encountered, the surrounding environment where someone works, their working methods, as well as their work arrangement, both individually. According to Sedarmayanti (2017), there are two types of work environments, namely physical work environments and non-physical work environments.

Physical Work Environment: The indicators of the physical work environment are:

a) Lighting
b) Temperature
c) Humidity
d) Air circulation
e) Noise
f) Mechanical vibrations
g) Odors
h) Color arrangement
i) Music decoration safety

Non-physical work environment; the indicators of the non-physical work environment dimension are:

a) Relationship between superiors and subordinates
b) Relationship among coworkers

Workload

Sutrisno (2016) stated that workload is a condition of work, with a description of tasks that must be completed within a certain time frame. Similarly, according to Hasibuan (2016), workload is a task assigned to employees to be

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completed using the employees' skills and potential within a set time limit. According to Koesomowidjojo (2017:33), the indicators used are as follows.

1. Working conditions
2. Use of working hours
3. Targets to be achieved

Occupational Health and Safety (OHS)

According to Raihan & Mukminin (2023), occupational health and safety (OHS) is a field related to the health, safety, and well-being of people working in an institution or project site. According to Dewi et al. (2024), occupational health and safety refer to the physiological-physical and psychological conditions of workers caused by the work environment provided by the company.
According to Suma'ur (2020), four indicators influence Occupational Health and Safety (OHS), as follows.

1. Tools and work materials
2. Personal protective equipment
3. Occupational health and safety education and training

RESEARCH METHOD

This research was conducted at PT. PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga, located at Jln. M. Thayeb Gobel, Tapa Village, Sipatana District, Gorontalo City, Gorontalo 96128.

Based on the title presented in this research, the study was conducted using a field research method through a survey by taking a number of samples from the population and using a questionnaire as the main tool for data collection. The approach used is a quantitative approach, which is an approach that utilizes numerical data analysis aimed at developing and applying mathematical models and hypotheses related to the phenomena investigated by the researcher.

Populasi and Sampel

A population is a collection of individuals of the same species that are located in a certain area at a certain time. Sugiyono (2018). The researcher determined that the population in this study consists of employees at PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga, totaling 112 employees.

A sample is a representation of the total population to be studied. The method used is saturated sampling or total sampling, which is a sampling method where the sample size is the same as the population size. Therefore, the sample used in

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this study includes all employees of PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga, which has a population of 112 employees.

Data Collection Technique

To obtain objective data, the researcher uses several data collection techniques as follows:

1) Observation
   It is a direct examination to obtain information about the intended object. In this research, the object is PT PLN (Persero) UIW Sulutenggo UP3 Gorontalo, ULP Telaga.
2) Interview,
   An interview is conducted to obtain information directly and in depth.
3) Questionnaire,
   A questionnaire is a data collection technique by distributing questions in written form, directly, or online via Google Form to selected respondents.

Analysis Method

The analysis method used in this study is descriptive analysis with a quantitative approach, assisted by the Statistical Package for the Social Sciences (SPSS) version 25. Quantitative descriptive research methods are used when the aim is to describe an event or occurrence that happens during the study in the form of numbers that carry meaning.

RESULTS AND DISCUSSION

Validity Test

Table 1.
Data Validity Test Results

No	Variable	r count	r Table	Result
Occupational Safety and Health (OSH)				
1	P1	0,527	0,187	Valid
2	P2	0,545	0,187	Valid
3	P3	0,533	0,187	Valid
4	P4	0,535	0,187	Valid
5	P5	0,534	0,187	Valid
6	P6	0,599	0,187	Valid
Work Environment				
7	P1	0,522	0,187	Valid

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8	P2	0,525	0,187	Valid
9	P3	0,525	0,187	Valid
10	P4	0,546	0,187	Valid
11	P5	0,523	0,187	Valid
12	P6	0,528	0,187	Valid
Workload				
13	P1	0,562	0,187	Valid
14	P2	0,524	0,187	Valid
15	P3	0,521	0,187	Valid
16	P4	0,550	0,187	Valid
17	P5	0,525	0,187	Valid
18	P6	0,554	0,187	Valid
Employee Performance				
19	P1	0,638	0,187	Valid
20	P2	0,586	0,187	Valid
21	P3	0,535	0,187	Valid
22	P4	0,555	0,187	Valid
23	P5	0,561	0,187	Valid
24	P6	0,683	0,187	Valid

The validity test results show that a value is considered valid if the calculated r (rcount) is greater than the rtable. To determine the rtable value, it can be calculated using the formula: rtable (α, n-2) as referred from the moment table. In the validity test, it was found that n is the number of respondents for the validity test, which is 112 respondents, and α = 5%, thus: rtable (5%, 112-2) rtable (5%, 110) = 0.187. From the testing results using SPSS, it was found that all statements consisting of variables: occupational safety and health (X1), work environment (X2), work environment (X3), and employee performance (Y) are valid.

Reliability Test

Table 2.
Data Reliability Test Results

Variable	Cronbach's Alpha	Information
Occupational Safety and Health (OSH)	0,776	Reliabel
Work Environment	0,794	Reliabel
Workload	0,761	Reliabel

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Employee Performance	0,841	Reliabel

Based on the data in Table 2 above, the reliability test results for the occupational health and safety variable (X1), which consists of 6 indicator statement items, obtained a Cronbach's Alpha value of 0.776. Since the Cronbach's Alpha value is greater than the critical value (0.776 > 0.60), the occupational health and safety variable (X1), measured using 6 statement items, is reliable. Therefore, the questionnaire on the occupational health and safety variable is declared valid or reliable.

Data Normality Test

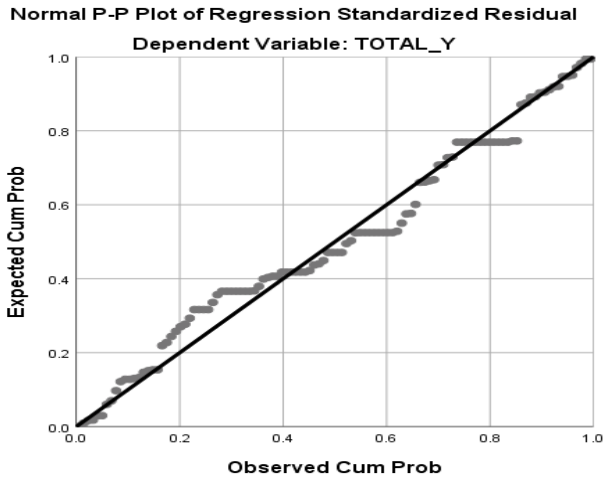

Figure 1.
Grafik P-Plot

The normality test is used to determine whether the data is normally distributed or not. A regression model is considered good if it is normally distributed. There are two ways to detect whether residuals are normally distributed or not: through graphical analysis and statistical tests. In this study, the normality test uses an approach by looking at the probability plot graph.

Heteroscedasticity test

The Glejser test is one of the statistical methods used to detect the presence of heteroscedasticity in regression models. Heteroscedasticity occurs when the variance of the residuals is not constant across all levels of the independent variables. The results of the Glejser test can be interpreted as follows:

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Table 3.
Glejser Test Results

Model	Unstandardized Coefficients			Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.959	1.741		1.700	0.094
	X1	.028	.066	.064	.431	0.668
	X2	-.042	.061	-.106	-.682	0.498
	X3	-.028	.064	-.069	-.430	0.668

It means that the significance value for the occupational safety and health variable (X1) is 0.668 > 0.05, indicating that there is no heteroscedasticity; for the work environment (X2), it is 0.498 > 0.05, indicating that there is no heteroscedasticity; and for the workload (X3) it is 0.668 > 0.05, indicating that there is no heteroscedasticity.

Multicollinearities Test

Table 4.
Multicollinearity Test Results

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.696	1.437
	X2	.633	1.580
	X3	.600	1.665
a. Dependent Variable: Y			

Based on Table 4 above, it can be seen that the tolerance values are close to 1 for each variable, as indicated by the tolerance values for Occupational Safety and Health (X1) of 0.696, Work Environment (X2) of 0.633, and Workload (X3) of 0.600. In addition, the VIF values for the variables are 1.437 for Occupational Safety and Health, 1.580 for Work Environment, and 1.665 for Workload; thus, it can be concluded that there is no multicollinearity problem in this study.

Analysis of Multiple Linear Regression

Table 5.
Multiple Linear Regression

Coefficients[a]				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

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		B	Std. Error	Beta		
1	(Constant)	12.406	2.112		5.873	.000
	X1	0.535	0.107	0.553	5.011	.000
	X2	0.434	0.120	0.435	3.615	.000
	X3	0.620	0.117	0.598	5.297	.000
a. Dependent Variable: Y						

Based on Table 5 above, the regression equation obtained is as follows:

Y = a + bX1 + bX2 +bX3

Y = 12.406 + 0,535 X1 + 0,434 X2 + 0.620 X3

Description:
Y = Employee performance
X1 = Occupational health and safety
X2 = Work environment
X3 = Workload
From the equation above, it can be explained as follows:

1. The linear regression coefficient for the occupational health and safety program variable (X1) is 0.535, which indicates a positive effect of occupational health and safety on employee performance. This means that the better the occupational health and safety program, the higher the employee performance.
2. The linear regression coefficient for the work environment variable (X2) is 0.434, which indicates a positive effect of the work environment on employee performance. This means that the better the work environment, the higher the employee performance.
3. The linear regression coefficient for the workload variable (X3) is 0.620, which indicates a positive effect of workload on employee performance. This means that if the workload is well-managed, it will positively influence employee performance.

T-Test (Partial)

Table 6.
T-Test Result (Partial)

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

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1	(Constant)	12.406	2.112		5.873	.000
	X1	0.535	0.107	0.553	5.011	.000
	X2	0.434	0.120	0.435	3.615	.000
	X3	0.620	0.117	0.598	5.297	.000
a. Dependent Variable: Y						

The t-test analysis in Table 6 above shows that the Occupational Health and Safety program of PT.PLN (Persero) ULP Telaga has a positive and significant effect on employee performance. This is evidenced by a value of 0.553 or 55.3%, indicating a good influence. The remaining 44.7% represents several indicators that could not be used in this study. Meanwhile, the calculated t-value (5.011) > table t-value (0.676), indicating that the better the occupational health and safety conditions, the better the employee performance. Therefore, it can be concluded that t_calculated > t_table, with a significance value of 0.000 < 0.05, so H0 is rejected and H1 is accepted, thus the occupational health and safety variable has a significant effect on employee performance at PT.PLN (Persero) ULP Telaga Gorontalo.

The t-test analysis in Table 6 explains that the work environment at PT. PLN (Persero) ULP Telaga has a positive and significant effect on employee performance. This is indicated by a value of 0.435 or 43.5%, showing a fairly good influence. Meanwhile, the remaining 57.5% involves several indicators that were not used in this study. Furthermore, the calculated t-value (3.615) > the table t-value (0.676), indicating that the better the existing work environment at PT. PLN (Persero) ULP Telaga Gorontalo, the better the employee performance improves. Thus, it can be concluded that t_calculated > t_table, with a significance value of 0.00 < 0.05, so H0 is rejected and H1 is accepted, meaning the work environment variable has a significant influence on employee performance at PT. PLN (Persero) ULP Telaga Gorontalo.

The t-test analysis in Table 6 explains that the workload at PT. PLN (Persero) ULP Telaga has a positive and significant effect on employee performance. This is reflected in a value of 0.598 or 59.8%, indicating a good influence. Meanwhile, the remaining 41.2% includes several indicators that were not used in this study. Furthermore, the calculated t-value (5.297) > t-table value (0.676), indicating that the better the workload condition, the higher the employee performance, with t-count > t-table, and a significance value of 0.000 < 0.05, so H0 is rejected and H1 is accepted. Thus, the occupational safety and health variable has a significant effect on employee performance at PT. PLN (Persero) ULP Telaga Gorontalo.

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F Test (Simultaneous)

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	360.035	3	120.012	16.536	.000[b]
	Residual	783.822	108	7.258		
	Total	1143.857	111			
a. Dependent Variable: Y						
b. Predictors: (Constant), Workload X3, Occupational Safety and Health X1, Work environment X2						

Tabel 7. Test result F

The results of the F-test statistical calculation in Table 7 above show an F-calculated value of 16.536, which is then compared to the F-table value of 2.69 with a significance level of 5% (0.05). It can be concluded that F-calculated > F-table (16.536 > 2.69) with a significance of 0.000 < 0.05. This means that the independent variables of the Occupational Safety and Health program (X1), work environment (X2), and workload (X3) together have a positive and significant effect on employee performance.

Results of the Coefficient of Determination (R^2)

Table 8.

Results of the Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661[a]	.437	.422	2.44089
a. Predictors: (Constant), X3, X1, X2				

The analysis of factors affecting employee performance shows that the coefficient of determination (R^2) is 0.437 or 43.7%. This means that the independent variables, namely the occupational health and safety (OHS) program, work environment, and workload, simultaneously contribute 43.7% to the dependent variable, which is employee performance, while the remaining 57.3% is influenced by factors outside of this study.

The Influence of Occupational Safety and Health (OSH) Programs on Employee Performance

Occupational safety and health (OSH) is a condition that must be realized in the workplace with all efforts based on scientific knowledge and deep thought to protect workers, humans, as well as their work and culture through the

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application of accident prevention technology implemented consistently in accordance with applicable laws and standards (Parashakti & Putriawati, 2020).

Based on the results of research conducted at PT. PLN (Persero) ULP Telaga Gorontalo, it was found that the occupational health and safety (OHS) program has a positive impact on employee performance. From the analysis of the research results, it was found that the indicator with the highest score is work tools and materials, which received a score of 522, and when averaged, becomes 4.66. This indicator consists of one statement related to the work equipment used while working, such as gloves, shoes, protective masks, special clothing for field workers, and other equipment in the office and in the field to serve customers and perform electrical repairs. The high score on this indicator shows that employees feel their needs for work equipment in the field are met and that the personal protective equipment (PPE) used is considered relevant and useful, because if the PPE is lacking, employees would feel anxious and uncomfortable at work, leading to potential incidents.

Next, the lowest indicator is the occupational health and safety (OHS) training and education indicator, which has a score of 506 or 41.51. This does not mean that OHS training and education are considered poor, but there are still aspects that need to be improved, such as the training period being conducted once a month or once every three months. The education provided is considered less satisfactory in relation to the work practices carried out, so further evaluation is needed regarding the clarity, accuracy, and content of the material provided during the education.

In this study, occupational safety and health affected employee performance by 53.3%. All OSH indicators were rated well by the respondents, particularly elements such as the work environment, work tools and materials, personal protective equipment, OSH training and education, workplace lighting, and a healthy work space. Based on the average scores of each indicator, the issue of OSH education and training at PT. PLN (Persero) ULP Telaga Gorontalo scored lower than other indicators. The results of this study are in line with research conducted by Mochamad Djaelani & Didit Darmawan (2022), which stated that occupational safety and health (OSH) has a positive and significant effect on employee performance.

The Influence of the Work Environment on Employee Performance

Based on the research conducted at the office of PT. PLN (Persero) ULP Telaga Gorontalo, the work environment has a positive influence on employee performance. From the analysis of the research results, it is known that the indicator with the highest score is work equipment, which received a score of 518

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and, when averaged, comes to 4.62. This indicator consists of one statement, which is related to personal protective equipment (PPE) being very necessary in a company, especially for outdoor handling such as electrical repair and installation. The high score for this indicator shows that employees feel comfortable and safe when the availability of equipment and personal protective equipment is complete, meets standards, and fulfills their work requirements in the field, and is considered relevant by the employees.

Next, the smallest indicator is the relationship with coworkers, which scored 498, and when averaged becomes 4.44. This indicates ineffective communication that can lead to misunderstandings and conflicts, making it difficult to collaborate with the team, and poor communication or poor relationships can result in a decline in the performance of an individual or group.

In reality, the results of the research conducted show that the work environment at PT.PLN (Persero) ULP Telaga falls into the good category because employees feel comfortable with both the physical environment within the company and the non-physical environment present in the company. This indicates that the work environment in the field division of PT.PLN (Persero) ULP Telaga is already good, which impacts employee performance, as seen from the influence of the work environment on employee performance. PT.PLN (Persero) ULP Telaga implements various methods to improve the quality of the employees' work environment, such as by improving work tools or tools related to field operations.

The results of this study are in line with the research conducted by (Dede Andi, Denok Sunarsi, Dodi Prasada, & Hadion Wijoyo, 2020), which stated that the work environment has a positive and significant effect on employee performance.

The Effect of Workload on Employee Performance

Based on the research conducted at the PT. PLN (Persero) ULP Telaga Gorontalo office, it was found that workload has a positive effect on employee performance. From the analysis of the research results, it was found that the indicator with the highest score is physical demands, which received a score of 514, averaging 4.59. This indicator consists of one statement related to the necessity of stamina and a healthy body in a company, especially for outdoor tasks such as electrical repairs and installations. The high score on this indicator shows that employees feel capable and able to complete their work with good health and sufficient stamina. This aspect is very important because with a healthy body and strong stamina, work can be completed faster, time can be used

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more efficiently, and it positively influences the employee's performance. This indicator is considered relevant by the employees.

In this study, workload influences employee performance by 59.8%. All workload indicators have been rated well by respondents, especially the task guidance component. Physical demands are the most dominant indicator, having the highest workload volume, along with job type, time allocation, and satisfaction. Based on the average of each indicator, the issue of workload volume at PT. PLN (Persero) ULP Telaga Gorontalo has a lower score compared to other indicators.

The results of this study are in line with the research conducted by (Harahap, Joesyiana, & Maghfira, 2023), which states that workload has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the research and data analysis regarding the influence of the Occupational Health and Safety (K3) program, workload, and work environment on the performance of employees at PT. PLN (Persero) ULP Telaga, several conclusions can be drawn as follows:

1. The occupational health and safety (OHS) program has a positive and significant effect on employee performance. This means that the company influences employee performance, where by implementing a good OHS system, workers feel safe and their health is maintained, enabling them to deliver excellent performance and increased productivity at PT. PLN (Persero) ULP Telaga. The result of hypothesis 1 indicates that the occupational health and safety (OHS) program has a positive and significant effect on employee performance.
2. The work environment has a positive and significant effect on employee performance. This means that the better the atmosphere created in the workplace, the more optimal the employee performance at PT. PLN (Persero) ULP Telaga. The result of hypothesis 2 shows that the work environment has a positive and significant effect on employee performance.
3. Workload has a positive and significant effect on employee performance. This is because when the tasks assigned by the company to employees are too heavy, employees feel burdened. An excessively high level of workload can lead to overexertion and stress, whereas too low an intensity of workload may result in boredom and under stress. Therefore, it is necessary to strive for an optimal level of workload intensity, which lies between these two extreme

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limits and, of course, differs from one individual to another. The results of hypothesis 3 indicate that workload has a positive and significant effect on employee performance.

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