

The Impact of Workload and Negative Work Environment on Employee Work Motivation

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ABSTRACT

Employee work motivation is a crucial factor in productivity and quality of work in the workplace. However, high workloads and negative work environments can hinder employee work motivation. This research aims to analyze the relationship between workload and negative work environment and employee work motivation. Apart from that, this research also aims to evaluate specific factors in workload and work environment that most influence employee work motivation. The research method used is a quantitative survey using a questionnaire distributed to the employees of PT. Fouher Popular Internasional, numbering 70 people. Descriptive statistical analysis and regression were used to identify relationships between research variables. The research results show that there is a negative relationship between workload and a negative work environment and employee work motivation. Specific factors such as time pressure, lack of support from colleagues, and lack of clarity in tasks have a significant impact on employee work motivation.

Keywords: **Workload, Work Environment, Motivation, Organizational Behavior**

INTRODUCTION

In the era of globalization and increasingly fierce business competition, employee work motivation is the main key in ensuring the success of an organization. High motivation will have a positive impact on employee productivity, the quality of work produced, and the company's overall performance (Asriani & Abdullah, 2018). Employees who feel motivated will tend to be more enthusiastic in carrying out their duties, feel connected to the company's vision and mission, and be more focused on achieving organizational goals. Apart from that, high motivation also encourages employees to be involved in innovation, find creative solutions to problems, and increase efficiency in carrying out business processes (Hermingsih & Purwanti, 2020). Thus, creating a work environment that pays attention to and encourages employee motivation is a must for companies that want to remain relevant and competitive in today's global market.

When employees feel motivated, they tend to be more dedicated in carrying out their duties, feel responsible for the work results produced, and try to make the best contribution to the company (Lukito & Alriani, 2019). High motivation also influences employee retention levels, where employees who feel motivated tend to be more loyal to the company where they work (Saputra, 2022). This can reduce the costs the company incurs in recruiting and training new employees. Thus, investing in creating a work environment that motivates employees will have a long-term positive impact on the overall performance and sustainability of the company.

In the reality of the world of work, employees often face various challenges that can hinder their motivation. One of the main challenges is excessive workload. Tight time demands and heavy responsibilities can cause stress and fatigue in employees, which in turn can reduce their motivation to work optimally (Rudyanto & Zulkarnain, 2021). When employees feel overburdened, they may feel suffocated and lose interest in their work, potentially resulting in decreased productivity and overall performance.

Apart from that, a negative work environment can also be a factor reducing work motivation. Lack of support from superiors or co-workers, interpersonal conflict, and lack of opportunities for self-development can affect employees' perceptions of their work and the organization as a whole (Baribin & Saputri, 2020). When employees feel unsupported or unappreciated, they may lose motivation to contribute to their full potential. An unhealthy work environment can also create a feeling of insecurity and discomfort for employees, which can disrupt their focus and concentration in carrying out their duties.

It is important for companies to recognize and overcome various challenges that can reduce employee work motivation. This includes ensuring that employee workload can be managed well, providing sufficient support from management and co-workers, and creating a positive and inclusive work environment (Sitorus & Siagian, 2023). By paying attention to employee welfare and creating supportive working conditions, companies can help maintain and increase employee work motivation, which in turn will have a positive impact on the overall performance and success of the organization.

THEORETICAL BASIS

Work load

Workload refers to the number and complexity of tasks that must be completed by an individual in a certain time period (Fransiska & Tupti, 2020). This includes everything

from routine responsibilities to special projects that require creative thinking and significant time. Workload can come from a variety of sources, including demands from superiors, tight deadlines, and high volumes of work. In addition, changes in the work environment or company policies can also affect a person's workload. Excessive workload can often cause stress, fatigue and decreased productivity (Hakman, et al., 2021).

Additionally, workload can also vary between individuals, depending on the specific roles and responsibilities they have. The workload felt by a person can also be influenced by the level of experience, skills and support available in the work environment (Hardono, et al., 2019). For example, employees who have just joined an organization may experience a high workload because they do not yet have enough knowledge and skills to complete tasks efficiently. Additionally, factors such as team support, access to necessary resources, and flexibility in completing tasks can also influence individuals' perceptions of their workload. Thus, a deep understanding of individual workload can help organizations design more effective management strategies to support employee well-being and performance.

Negative Work Environment

Negative work environment refers to conditions in the workplace that can negatively affect employee well-being and performance (Kultsum, 2017). This can include various factors, ranging from interpersonal conflict, lack of support from colleagues or superiors, to an unhealthy organizational culture (Sabilalo, et al., 2020). Interpersonal conflict, for example, can include incompatibility between coworkers, unresolved disagreements, or even intimidating or discriminatory behavior. Additionally, a lack of support from coworkers or superiors can make employees feel isolated and unappreciated, which in turn can harm their motivation and job satisfaction. Negative organizational culture, such as pressure to achieve targets without considering employee well-being, can also create an unhealthy and stressful work environment.

Additionally, a negative work environment can also include physical and psychological aspects of the workplace. For example, uncomfortable physical conditions such as excessive noise, uncomfortable temperatures, or lack of health and safety facilities can interfere with employee comfort and concentration (Jasmine & Edalmen, 2020). On the other hand, psychological aspects of a negative work environment may include high

levels of stress due to excessive work demands, lack of opportunities for self-development, or the perception of an absence of fairness in policies or performance appraisals. All of this can create an atmosphere that is not conducive to employee motivation, creativity and optimal performance, and has the potential to cause decreased productivity and low levels of job satisfaction.

Work Motivation

Work motivation is an internal force that drives a person to achieve goals and high performance in the work context (Andriyani, et al., 2020). It involves a combination of intrinsic and extrinsic factors that influence a person's level of energy, enthusiasm, and determination in completing tasks and achieving achievements. Intrinsic factors include personal satisfaction, interest in work, and the sense of accomplishment gained from achieving set targets. On the other hand, extrinsic factors include material rewards, recognition, and support from superiors or colleagues. High work motivation can result in better performance, greater creativity, and higher levels of job satisfaction for individuals, which in turn can make a positive contribution to achieving organizational goals.

The importance of work motivation in an organizational context is that it not only influences individual performance, but also impacts the overall performance of the company (Wahyuni & Budiono, 2022). Employees who are effectively motivated tend to be more enthusiastic in completing their tasks, overcoming challenges, and looking for creative solutions to the problems they face (Putri, et al., 2023). They are also more likely to maintain a high level of commitment to the organization and become valuable contributors in achieving company goals (Nadiaty, et al., 2019). Therefore, a deep understanding of the factors that influence employee work motivation is the key for human resource management to design effective strategies in motivating, maintaining and developing employee potential to the maximum.

METHOD

The research method used in this research is a quantitative survey method. This survey was conducted using a questionnaire designed to collect data regarding workload, negative work environment and employee work motivation. First, the questionnaire will contain questions related to the level of workload experienced by the respondent, such as

the number of tasks that must be completed, the level of stress felt, and the time required to complete these tasks. Second, the questionnaire will also include questions that evaluate employees' perceptions of the work environment, including the level of support from colleagues and superiors, availability of resources, clarity of tasks and the quality of interpersonal relationships in the workplace. Finally, the questionnaire will ask about employee work motivation, including factors that influence their intrinsic and extrinsic motivation.

The number of samples in this research was 70 employees of PT. Fouher Popular Internasional were selected using a simple random sampling technique. By using this technique, every employee has an equal opportunity to be selected as part of the research sample. This makes it possible to obtain a representative sample of the employee population you wish to study.

Data analysis was carried out using regression tests. The regression test is used to evaluate the relationship between the independent variables, namely workload and negative work environment, and the dependent variable, namely employee work motivation. Through regression tests, research can determine the extent to which these variables contribute to variability in employee work motivation. In addition, regression tests also allow research to identify specific factors in workload and work environment that have a significant influence on work motivation. Thus, data analysis using regression tests will provide a deeper understanding of the impact of workload and negative work environment on employee work motivation.

RESULT

Employee Perceptions of Workload Impact on Work Motivation

The results of the questionnaire distribution show that excessive workload has a significant impact on reducing employee enthusiasm for work. Especially when tasks are given suddenly with limited time, this creates additional pressure which causes employees to feel dissatisfied. They feel forced to work at the expense of more time, energy and thought than usual. As a result, employees' physical health becomes compromised due to constant stress and lack of time for rest and recovery.

In this context, it is important for company management to understand that excessive workload not only impacts employee productivity, but also their overall well-

being. Feelings of dissatisfaction and stress arising from sudden tasks and heavy workloads can lead to decreased motivation and performance, as well as increasing the risk of burnout and mental and physical health disorders. Therefore, remedial measures such as balancing workload, better planning and providing adequate support to employees are critical to ensuring the long-term success of the company as well as the well-being of the work team.

Employee Perceptions of a Negative Work Environment that Impact Work Motivation

The results of the questionnaire distribution highlight that a negative work environment has a significant impact on reducing employee work motivation. When there are employees who show unfavorable behavior or attitudes, this can create tension and conflict in the workplace. Unpleasant interactions or a lack of professionalism on the part of some employees can damage work relationships and create an uncomfortable work atmosphere for others. As a result, employees may lose motivation to contribute optimally to their work because they feel distracted or uncomfortable in such a negative work environment.

The importance of creating a positive and supportive work environment cannot be taken lightly by company management. Overcoming unfavorable behavior or attitudes and promoting professionalism and good teamwork are the keys to building healthy and productive work relationships. Through a proactive approach in addressing these issues, companies can increase employee motivation, improve relationships between employees, and create a more harmonious and productive work atmosphere overall.

Dominant Factors in Decreasing Work Motivation

The results of the questionnaire distribution confirmed that a negative work environment has a more serious impact on reducing employee work motivation, especially when there is conflict between employees and employees or between employees and leaders. This kind of conflict creates unsettling tension and affects employees' psychological well-being, worsening the overall work atmosphere. When conflict is not resolved properly, this can create feelings of insecurity and uncertainty among employees, which in turn undermines their motivation to work optimally.

Company management must pay serious attention to issues related to workplace conflict and find effective solutions to resolve them. Establishing open communication,

adopting an effective mediation approach, and promoting positive teamwork can help resolve conflict and create a more harmonious work environment. By proactively handling conflict and supporting mutually beneficial collaboration, companies can reduce the negative impact of the work environment on employee motivation and increase productivity and overall job satisfaction.

The Impact of Workload on Decreasing Work Motivation

The results of the regression analysis show the significance of the influence of workload on employee work motivation with a probability value of $0.00 < 0.05$, indicating that there is a strong relationship between workload and employee work motivation. A low probability value indicates that the relationship between these two variables does not occur by chance, but rather there is a statistically significant relationship between workload and employee work motivation.

In addition, the value of the influence of workload on reducing work motivation is -0.319, indicating the direction and strength of the relationship between these two variables. The coefficient value -0.319 indicates that there is a negative relationship between workload and employee work motivation. This means that the higher the workload experienced by employees, the lower their work motivation. This confirms that excessive workload can cause a decrease in employee work motivation. Thus, company management needs to pay attention to the workload given to employees in order to maintain and increase their work motivation, which in turn can contribute to the company's overall performance and success.

The findings above confirm that excessive workload can have a significant impact on reducing employee work motivation (Nadiaty, et al., 2019). First of all, high workloads often result in high levels of stress in employees. When employees feel that there are too many tasks that must be completed in a limited time, they tend to experience excessive pressure and anxiety (Hardono, et al., 2019). Prolonged stress can reduce energy and enthusiasm for work, as well as reduce employees' intrinsic motivation to complete tasks well.

Then, excessive workload can cause serious physical and mental fatigue in employees. When a person is constantly exposed to heavy stress and responsibility, they may experience ongoing fatigue from which it is difficult to recover. This fatigue can result in decreased concentration, loss of interest in work (Putri, et al., 2023), and even

mental health problems such as depression or anxiety. Employees who feel physically and mentally exhausted tend to have low work motivation and are less motivated to do their work well.

In addition, excessive workload can also disrupt work-family life balance and cause ongoing feelings of fatigue. Employees who feel too busy with work often sacrifice time for rest, hobbies and social interactions outside the work environment (Hakman, et al., 2021). As a result, they may experience constant burnout and exhaustion, which can reduce their motivation to do a good job. When employees do not feel they have a balance between work life and personal life, they tend to become less motivated and may seek an escape from their work (Fransiska & Tupti, 2020). Thus, excessive workload can cause a decrease in overall employee work motivation.

The Impact of a Negative Work Environment on Decreasing Work Motivation

The results of the regression analysis show the significance of the influence of a negative work environment on employee work motivation with a probability value of $0.00 < 0.05$, indicating that there is a strong and statistically significant relationship between a negative work environment and employee work motivation. A low probability value indicates that the relationship between these two variables does not occur by chance, but rather there is a significant relationship between a negative work environment and employee work motivation.

In addition, the value of the influence of a negative work environment on reducing work motivation is -0.425 , indicating the direction and strength of the relationship between these two variables. The coefficient value -0.425 indicates that there is a significant negative relationship between a negative work environment and employee work motivation. This means that the worse the work environment experienced by employees, the lower their work motivation. This confirms that a negative work environment can cause a decrease in employee work motivation. Therefore, it is important for company management to improve the work environment to make it more positive and supportive, which can increase employee work motivation and ultimately improve the company's overall performance and success.

The findings above confirm that the impact of a negative work environment on reducing employee work motivation can be very significant and influence various aspects of employee performance and the entire organization (Wahyuni & Budiono, 2022). First

of all, a negative work environment often creates an atmosphere that is not conducive to employee growth and development (Andriyani, et al., 2020). For example, the presence of interpersonal conflict or disharmony among coworkers can create disruptive tension within a team, reduce collaboration, and disrupt efficient work flow. This can make employees feel uncomfortable or unmotivated to actively participate in achieving team or company goals.

In addition, a negative work environment can also affect employees' overall psychological well-being. For example, insecurity, intimidation, or discriminatory attitudes from superiors or coworkers can cause excessive stress and anxiety in employees. Conditions like this not only disrupt an individual's mental well-being, but can also interfere with their focus and concentration in completing daily tasks (Kultsum, 2017). As a result, employee work motivation can decrease because they feel unable or unmotivated to make maximum contributions in an unhealthy environment (Jasmine & Edalmen, 2020). Therefore, a negative work environment can cause a significant reduction in employee work motivation, which in turn can have a negative impact on productivity, work quality and employee retention in the long term.

Simultaneous Impact

The results of the regression analysis show that the joint influence of workload and work environment is negative at 84% with a probability of $0.00 < 0.05$, indicating that these two variables significantly influence employee work motivation when considered together. The adverse impact of a combination of workload and negative work environment can theoretically lead to more serious consequences for employees and the organization as a whole (Nurofik & Yuliana, 2022).

First, high workloads and negative work environments can mutually reinforce their negative impacts. When employees face heavy work demands, they may become more vulnerable to the negative effects of an unsupportive work environment (Nugraheni, et al., 2022). Conversely, a negative work environment can worsen an employee's workload by creating additional stress and disrupting focus and productivity.

Second, the combination of workload and a negative work environment can produce a vicious circle where a decrease in employee work motivation worsens their performance, which then further worsens the work environment (Lioni, 2021). This can lead to a decrease in overall organizational performance and can even lead to more serious

problems such as increased employee turnover, decreased product or service quality, and decreased customer satisfaction.

Thus, company management needs to recognize that workload and negative work environment are not separate problems, but can influence each other significantly (Polakitang, et al., 2019). To effectively address its negative impacts, comprehensive measures need to be taken to reduce excessive workload and improve the work environment to make it more positive and supportive for employees. This will help increase employee work motivation (Ballo, et al., 2020), improve organizational performance, and ensure the company's long-term sustainability and success.

CONCLUSION

The research findings show that high workload and an unsupportive work environment together contribute negatively to employee work motivation, with significant probability. These two factors reinforce each other's negative impacts, creating a vicious circle that has the potential to harm employees and organizational performance. Therefore, the main conclusion from this research is the importance of company management to take comprehensive action to reduce excessive workload and improve the work environment to make it more positive and supportive for employees.

By improving employee welfare through handling workload and creating a positive work environment, companies can improve employee work motivation, improve organizational performance, and achieve long-term success. This emphasizes the importance of focusing on these factors in efforts to increase company productivity and sustainability. Thus, this research provides valuable insights for company management in designing strategies and policies that pay attention to employee welfare and create a work environment that supports the growth and success of the organization as a whole.

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