

The Interplay between Workload Pressures, Negative Work Environments, and Employee Motivation

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ABSTRACT

The dynamics between workload pressures, negative work environments, and employee motivation are crucial in understanding workplace productivity and employee well-being. This study explores how these factors interplay within PT. Fouher Popular Internasional. A quantitative approach was employed using a survey method. Data were collected through a questionnaire distributed to a sample of 83 employees at PT. Fouher Popular Internasional. The findings reveal significant correlations between high workload pressures and decreased motivation, as well as between negative work environments and reduced employee engagement. These interactions highlight the need for effective management strategies to mitigate these issues.

Keywords: Workload Pressures, Negative Work Environments, Employee Motivation, Quantitative Research, Survey

INTRODUCTION

In the era of globalization and increasingly fierce business competition, employee motivation is crucial for ensuring organizational success. High motivation positively impacts employee productivity, the quality of work produced, and overall company performance (Asriani & Abdullah, 2018). Motivated employees are more likely to be enthusiastic about their tasks, feel connected to the company's vision and mission, and remain focused on achieving organizational goals. Additionally, high motivation drives employees to engage in innovation, seek creative solutions to problems, and enhance efficiency in business processes (Hermingsih & Purwanti, 2020). Thus, creating a work environment that fosters and supports employee motivation is essential for companies aiming to stay relevant and competitive in today's global market.

When employees feel motivated, they tend to be more dedicated to their tasks, feel a sense of responsibility for their work outcomes, and strive to contribute their best to the company (Lukito & Alriani, 2019). High motivation also affects employee retention, as motivated employees are more likely to remain loyal to their company (Saputra, 2022).

This can reduce the costs associated with recruiting and training new employees. Therefore, investing in creating a motivating work environment will yield long-term positive impacts on overall company performance and sustainability.

In the real world, employees often face challenges that can hinder their motivation. One major challenge is excessive workload. Tight deadlines and heavy responsibilities can lead to stress and burnout, which in turn may decrease their motivation to perform optimally (Rudyanto & Zulkarnain, 2021). When employees feel overwhelmed, they may feel stifled and lose interest in their work, potentially resulting in reduced productivity and overall performance.

Moreover, a negative work environment can also diminish work motivation. Lack of support from supervisors or colleagues, interpersonal conflicts, and limited opportunities for personal development can affect employees' perceptions of their job and the organization as a whole (Baribin & Saputri, 2020). When employees feel unsupported or undervalued, they may lose motivation to contribute fully. An unhealthy work environment can also create feelings of insecurity and discomfort, disrupting employees' focus and concentration on their tasks.

It is important for companies to recognize and address various challenges that can reduce employee motivation. This includes ensuring manageable workloads, providing adequate support from management and colleagues, and creating a positive and inclusive work environment (Sitorus & Siagian, 2023). By attending to employee well-being and fostering supportive working conditions, companies can help maintain and enhance employee motivation, which in turn will positively impact overall organizational performance and success.

LITERATURE REVIEW

Workload

Workload refers to the amount and complexity of tasks that an individual must complete within a given time period (Fransiska & Tupti, 2020). It encompasses everything from routine responsibilities to special projects requiring creative thinking and significant time. Workload can arise from various sources, including demands from supervisors, tight deadlines, and high volumes of work. Additionally, changes in the work

environment or company policies can also impact an individual's workload. Excessive workload often leads to stress, fatigue, and reduced productivity (Hakman et al., 2021).

Furthermore, workload can vary between individuals depending on their specific roles and responsibilities. The perceived workload of an individual can also be influenced by their level of experience, skills, and the support available in the work environment (Hardono et al., 2019). For example, new employees may experience a high workload due to insufficient knowledge and skills to complete tasks efficiently. Additionally, factors such as team support, access to necessary resources, and flexibility in task completion can affect an individual's perception of their workload. Therefore, a deep understanding of individual workload can help organizations design more effective management strategies to support employee well-being and performance.

Negative Work Environment

A negative work environment refers to conditions at the workplace that can adversely affect employee well-being and performance (Kultsum, 2017). This can include various factors such as interpersonal conflicts, lack of support from colleagues or supervisors, and an unhealthy organizational culture (Sabilalo et al., 2020). Interpersonal conflicts, for instance, may involve incompatibility among coworkers, unresolved disagreements, or even intimidating or discriminatory behavior. Furthermore, a lack of support from colleagues or supervisors can lead employees to feel isolated and undervalued, which in turn can damage their motivation and job satisfaction. A negative organizational culture, such as pressure to meet targets without considering employee well-being, can also create an unhealthy and oppressive work environment.

Moreover, a negative work environment can encompass both physical and psychological aspects of the workplace. For example, uncomfortable physical conditions such as excessive noise, uncomfortable temperatures, or inadequate health and safety facilities can disrupt employees' comfort and concentration (Jasmine & Edalmen, 2020). On the other hand, psychological aspects of a negative work environment may include high stress levels due to excessive work demands, lack of opportunities for personal development, or perceived unfairness in policies or performance evaluations. All these factors can create an atmosphere that is detrimental to motivation, creativity, and optimal employee performance, potentially leading to decreased productivity and lower job satisfaction.

Work Motivation

Work motivation is the internal drive that propels an individual to achieve high goals and performance in a work context (Andriyani et al., 2020). It involves a combination of intrinsic and extrinsic factors affecting one's energy, enthusiasm, and determination to complete tasks and achieve accomplishments. Intrinsic factors include personal satisfaction, interest in the work, and the sense of achievement derived from meeting set targets. On the other hand, extrinsic factors encompass material rewards, recognition, and support from supervisors or colleagues. High work motivation can result in better performance, greater creativity, and higher job satisfaction for individuals, which in turn can positively contribute to achieving organizational goals.

The importance of work motivation in an organizational context is that it not only affects individual performance but also impacts overall company performance (Wahyuni & Budiono, 2022). Effectively motivated employees tend to be more enthusiastic about completing their tasks, overcoming challenges, and seeking creative solutions to 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 to achieving the company's goals (Nadiaty et al., 2019). Therefore, a thorough understanding of the factors influencing employee work motivation is crucial for human resource management to design effective strategies for motivating, retaining, and maximizing employee potential.

METHOD

The research employs a quantitative survey method. This survey utilizes a questionnaire designed to collect data on workload, negative work environments, and employee motivation. The questionnaire is structured to address three main areas:

1. **Workload.** It includes questions related to the level of workload experienced by respondents, such as the number of tasks to be completed, perceived stress levels, and the time required to complete these tasks.
2. **Negative Work Environment.** The questionnaire evaluates employees' perceptions of their work environment, including the level of support from colleagues and supervisors, availability of resources, clarity of tasks, and the quality of interpersonal relationships at the workplace.

3. Employee Motivation. It assesses factors influencing employees' intrinsic and extrinsic motivation.

The sample for this study consists of 83 employees from PT. Fouher Popular Internasional, selected using a simple random sampling technique. This method ensures that each employee has an equal chance of being chosen, resulting in a representative sample of the employee population under study.

Data analysis will be conducted using regression analysis. Regression tests are employed to evaluate the relationships between independent variables (workload and negative work environment) and the dependent variable (employee motivation). Through regression analysis, the study aims to determine the extent to which these variables contribute to variations in employee motivation. Additionally, regression analysis will identify specific factors within workload and work environment that have a significant impact on motivation. Thus, the regression analysis will provide deeper insights into how workload and negative work environments affect employee motivation.

RESULTS

Employee Perception of Workload Impacting Work Motivation

The survey results indicate that excessive workload significantly affects employee enthusiasm. Particularly when tasks are assigned abruptly with limited time, this creates additional pressure that leads to employee dissatisfaction. Employees are compelled to work at the expense of more time, effort, and mental resources than usual. Consequently, their physical health is also compromised due to continuous stress and insufficient time for rest and recovery.

In this context, it is crucial for company management to understand that excessive workload impacts not only employee productivity but also their overall well-being. The dissatisfaction and stress resulting from sudden tasks and heavy workloads can lead to decreased motivation and performance, as well as increased risk of burnout and mental and physical health issues. Therefore, corrective measures such as balancing workloads, better planning, and providing adequate support to employees are essential for ensuring the long-term success of the company and the well-being of the team.

Employee Perception of Negative Work Environment Impacting Work Motivation

The survey results highlight that a negative work environment has a significant impact on reducing employee motivation. When some employees exhibit poor behavior or attitudes, it can create tension and conflicts at the workplace. Unpleasant interactions or lack of professionalism from some employees can damage working relationships and create an uncomfortable work atmosphere for others. As a result, employees may lose motivation to contribute fully to their work because they feel disturbed or uncomfortable in a negative work environment.

The importance of creating a positive and supportive work environment cannot be underestimated by company management. Addressing poor behavior or attitudes and promoting professionalism and good teamwork are key to building healthy and productive work relationships. By proactively addressing these issues, companies can enhance employee motivation, improve interpersonal relationships, and create a more harmonious and productive work environment overall.

Dominant Factors Affecting Decreased Work Motivation

The survey results emphasize that a negative work environment has a more serious impact on decreasing employee motivation, especially when conflicts arise between employees or between employees and supervisors. Such conflicts create distressing tension and affect employees' psychological well-being, worsening the overall work atmosphere. When conflicts are not resolved effectively, they can create feelings of insecurity and uncertainty among employees, which in turn undermines their motivation to work optimally.

Company management must seriously address workplace conflict issues and seek effective solutions to resolve them. Establishing open communication, adopting effective mediation approaches, and promoting positive teamwork can help resolve conflicts and create a more harmonious work environment. By proactively managing conflicts and supporting mutually beneficial cooperation, companies can reduce the negative impact of the work environment on employee motivation and enhance overall productivity and job satisfaction.

Impact of Workload on Decreased Work Motivation

The regression analysis results show a significant influence of workload on employee motivation, with a probability value of $0.00 < 0.05$, indicating a strong relationship between workload and employee motivation. The low probability value

suggests that the relationship between these two variables is not due to chance but has statistical significance.

Additionally, the effect value of workload on decreased motivation is -0.319, indicating the direction and strength of the relationship between the two variables. The coefficient value of -0.319 shows a negative relationship between workload and employee motivation. This means that the higher the workload experienced by employees, the lower their motivation to work. This confirms that excessive workload can lead to decreased employee motivation. Therefore, company management needs to consider the workload assigned to employees to maintain and enhance their motivation, which in turn contributes to overall company performance and success.

The findings confirm that excessive workload can have a significant impact on reducing employee motivation (Nadiaty et al., 2019). First, high workload often results in high stress levels for employees. When employees feel overwhelmed by tasks to complete within limited time, they tend to experience excessive pressure and anxiety (Hardono et al., 2019). Prolonged stress can deplete energy and enthusiasm for work, reducing employees' intrinsic motivation to complete tasks effectively.

Moreover, excessive workload can lead to serious physical and mental fatigue in employees. Continuous exposure to heavy pressure and responsibilities may result in sustained exhaustion that is difficult to recover from. This fatigue can lead to decreased concentration, loss of interest in work (Putri et al., 2023), and even mental health issues such as depression or anxiety. Employees who experience physical and mental exhaustion are likely to have low work motivation and be less motivated to perform their jobs well.

Furthermore, excessive workload can disrupt the work-life balance and cause ongoing feelings of exhaustion. Employees who are overly occupied with work often sacrifice time for rest, hobbies, and social interactions outside of work (Hakman et al., 2021). As a result, they may experience burnout and continuous fatigue, which can diminish their motivation to perform well. When employees feel they lack balance between work and personal life, they are likely to become less motivated and may seek an escape from their job (Fransiska & Tupti, 2020). Thus, excessive workload can lead to a decrease in overall employee motivation.

Impact of Negative Work Environment on Decreased Work Motivation

The regression analysis results showing the significance of the impact of a negative work environment on employee motivation, with a probability value of $0.00 < 0.05$, indicate a strong and statistically significant relationship between a negative work environment and employee motivation. The low probability value suggests that the relationship between these two variables is not due to chance but is statistically significant.

Additionally, the effect value of -0.425 for the impact of a negative work environment on decreased motivation indicates the direction and strength of the relationship between these variables. The coefficient value of -0.425 demonstrates a significant negative relationship between the negative work environment and employee motivation. This means that the worse the work environment experienced by employees, the lower their motivation to work. This underscores that a negative work environment can lead to decreased employee motivation. Therefore, it is crucial for company management to improve the work environment to make it more positive and supportive, which can enhance employee motivation and ultimately improve overall company performance and success.

The findings confirm that the impact of a negative work environment on decreased employee motivation can be highly significant and affect various aspects of employee performance and overall organizational effectiveness (Wahyuni & Budiono, 2022). First, a negative work environment often creates a setting that is not conducive to employee growth and development (Andriyani et al., 2020). For example, interpersonal conflicts or disharmony among colleagues can create disruptive tension within the team, reducing collaboration and disrupting efficient workflow. This can make employees feel uncomfortable or unmotivated to actively participate in achieving team or company goals.

Moreover, a negative work environment can also affect employees' overall psychological well-being. For instance, insecurity, intimidation, or discriminatory behavior from supervisors or colleagues can lead to excessive stress and anxiety among employees. Such conditions not only disturb individuals' mental well-being but can also disrupt their focus and concentration in completing daily tasks (Kultsum, 2017). As a result, employee motivation may decline as they feel incapable or unmotivated to contribute maximally in an unhealthy environment (Jasmine & Edalmen, 2020). Therefore, a negative work environment can significantly decrease employee motivation,

which in turn can negatively impact productivity, work quality, and employee retention in the long term.

Simultaneous Impact

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

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

Second, the combination of workload and negative work environment can create a vicious cycle where decreased employee motivation worsens their performance, which in turn further deteriorates the work environment (Lioni, 2021). This can lead to overall organizational performance decline and even more serious issues such as increased employee turnover, reduced product or service quality, and lower customer satisfaction.

Therefore, company management needs to recognize that workload and negative work environment are not separate issues but can significantly influence each other (Polakitang et al., 2019). To effectively address their adverse effects, comprehensive actions are needed to reduce excessive workload and improve the work environment to be more positive and supportive for employees. This will help enhance employee motivation (Ballo et al., 2020), improve organizational performance, and ensure long-term sustainability and success of the company.

CONCLUSION

The research findings indicate that high workload and an unsupportive work environment together contribute negatively to employee motivation, with significant probability. These two factors mutually reinforce their detrimental effects, creating a vicious cycle that can be harmful to employees and organizational performance.

Therefore, the main conclusion of this study is the importance of company management taking comprehensive actions to reduce excessive workload and improve the work environment to be more positive and supportive for employees.

By enhancing employee well-being through managing workload and creating a positive work environment, companies can improve employee motivation, boost organizational performance, and achieve long-term success. This underscores the importance of focusing on these factors in efforts to enhance productivity and company sustainability. Thus, this study provides valuable insights for company management in designing strategies and policies that consider employee well-being and foster a work environment that supports organizational growth and overall success.

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