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The Effect of Workload and Work Environment on AVSEC Employee Performance

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Abstract

There are several aspects that are found to be able to influence the improvement of employee performance in aviation services. This study aims to understand how the interaction between workload and work environment can affect employee performance in the Angkasa Pura 1 Surabaya environment. Using a saturated sample of 50 employees at PT AVSEC Angkasa Pura 1 Sidoarjo which will be analyzed using multiple regression. The results of the study indicate that the workload found to be significant to employee performance but not for the work environment which has a negative and insignificant effect on employee performance. Other findings show that the variables of workload and work environment together are able to encourage increased employee performance. This study provides practical recommendations to organizations in an effort to improve employee performance.

Keyword: Employee performance, Workload, Work environment, AVSEC.

1. Introduction

In the era of globalization and increasingly tight business competition, airports not only function as transportation hubs, but also as main gateways that reflect the image of a country. The quality of airport services is a key factor in creating a positive experience for passengers and ensuring smooth operations (Yazgan et al., 2024). Therefore, measuring employee performance and service quality at the airport is very important. Optimal employee performance not only impacts operational efficiency, but also passenger satisfaction, which can ultimately affect the airport's overall reputation (Thampan et al., 2020). Measuring employee performance and airport services is also a strategic tool to identify areas for improvement, ensure consistent quality standards, and motivate employees to continue to develop (Paraschi et al., 2019; Usman et al., 2022; Araujo et al., 2020; Harjanti et al., 2021). Thus, a structured and ongoing evaluation process will help airports remain competitive, meet passenger expectations, and adapt to changing industry demands. Through this approach, airports can ensure that they are not only meeting operational standards, but also providing a satisfying experience for every user of their services (Hong et al., 2020; Jarach, 2001).

One aspect that affects employee performance is the workload given. A balanced workload can encourage employee productivity and motivation (Exabiaggi et al., 2024), while an excessive or too light workload can actually have negative impacts, such as stress, fatigue, or even decreased efficiency (MacDonald, 2003). The relationship between workload and employee performance is not only related to the aspect of task quantity, but also involves factors such as job complexity, management support, and employee well-being (Harju et al., 2021). Too high a workload without adequate resources or time can lead to burnout, which ultimately has an impact on decreasing work quality (Patel et al., 2018). Conversely, too low a workload can make employees feel less motivated or not maximally involved (Sherf et al., 2019). Thus, it is important for organizations to create a supportive work environment, where the workload is adjusted to the capacity and competence of employees, so that they can contribute optimally without sacrificing their well-being. Through the right approach to managing workload, organizations can not only improve employee performance, but also create a healthy and sustainable work culture.

On the other hand, the work environment is one of the key factors that affect employee performance in an organization (Hafeez et al., 2019); (Dullah et al., 2023). The work environment not only includes physical aspects such as layout, facilities, and equipment, but also includes psychological and social aspects , such as relationships between coworkers, management support, and organizational culture (Budie et al., 2019); (Xu et al., 2024). A conducive work environment can encourage productivity, increase motivation, and create a sense of comfort for employees, while a less supportive work environment can cause stress, dissatisfaction, and decreased performance (Shammout, 2021); (Shobe, 2018); (Suswati et al., 2015). The relationship between the work environment and employee performance has been a topic of much discussion in various studies (Hafeez et al., 2019); (Saidi et al., 2019). A positive work environment not only helps employees to work effectively, but also encourages creativity, collaboration, and loyalty to the organization (Purwanto et al., 2023). Conversely, a poor work environment, such as lack of communication, excessive pressure, or inadequate facilities, can hinder employee potential and reduce their contribution to achieving organizational goals. Therefore, it is important for organizations to create and maintain a supportive work environment (Amabile et al., 1996), where employees feel valued, safe, and motivated to give their best. By understanding the relationship between the work environment and employee performance, organizations can take strategic steps to improve the quality of the work environment, which will ultimately have a positive impact on the productivity and success of the organization as a whole.

2. The Art of Research

Several previous references have linked workload theory and its influence on employee performance through two main dimensions, namely quantitative workload (the number of tasks to be completed) and qualitative workload (the level of difficulty or complexity of the task) (Ali, 2022); (Bruggen, 2015). Optimal workload, which is in accordance with the capacity and ability of employees, can increase motivation and productivity (Exabiaggi et al., 2024); (Giovany & Suyana, 2024). Optimal workload can improve performance by triggering motivation and challenge, while excessive or too light workload can reduce performance through the mechanisms of stress, fatigue, or lack of motivation. It is important for organizations to balance workload by considering employee capacity, competence, and well-being in order to achieve optimal performance (Fan et al., 2014); (Hejase et al., 2024). Therefore, this study argues that:

H1: There is a significant influence between workload and improving AVSEC employee performance.

The work environment is one of the critical factors that affect employee performance. The work environment not only includes physical aspects, such as layout, facilities, and equipment, but also includes psychological, social, and organizational cultural aspects. The relationship between the work environment and employee performance has been widely explained by several previous theories (Dullah et al., 2023); (Hafeez et al., 2019). A positive work environment, both physically, psychologically, and socially, can increase employee motivation, well-being, and productivity (Asmony & Nurmayant, 2024); (Raziq & & Maulabakhsh, 2015). Conversely, a poor work environment can cause stress, dissatisfaction, and decreased performance (Raziq & & Maulabakhsh, 2015). It is important for organizations to create and maintain a supportive work environment, which not only meets the physical needs of employees but also pays attention to their mental and social well-being (Fiksenbaum, 2014); (Kundu, 2017). Thus, employee performance can be optimized, and the organization can achieve its goals more effectively. Therefore, this study argues that:

H2: There is a significant influence between the work environment and improving the performance of AVSEC employees.

3. Method

This research is a type of quantitative research based on the philosophy of positivism. to research a certain population or sample. By using a saturated sample of all AVSEC employees of PT Angkasa Pura 1 Surabaya totaling 50 people, this study aims to determine how workload and work environment can improve employee performance. The research indicator panel uses previously developed references (Dullah et al., 2023); (Giovany & Suyana, 2024), and research data is obtained through direct distribution of questionnaires to all research samples using a Likert scale measure. Furthermore, the research data will be analyzed using multiple regression to answer all research hypotheses.

4. Result

1. Respondent characteristics

According to the provisions, the number of employees who provided answers to this research panel was 50 people and the results of the analysis and characteristics of the most respondents (see table 1) were man with a total of 29 employees, then the age of the most respondents was in the range of 31-40 years which is a very productive age of 22 employees, followed by the highest level of education were graduates with a total of 26 employees and finally the respondents had a work duration of between 5 to 10 years which were classified as new employees with a total of 23 employees.

Table 1. Characteristics of Research Respondents

No	Description	Quantity	%
1.	Sex		
	• Man	29	58
	• Woman	21	42
2.	Age		
	• 20 – 30 Years	13	26
	• 31 – 40 Years	22	44
	• 41 – 50 Years	9	18
	• 51 – 58 Years	6	12
3.	Education		
	• Junior High School	1	2
	• Senior High School	7	14
	• Undergraduate Diploma	14	28
	• Bachelor degree	26	52
	• Magister & Doctoral	2	4
4.	Length of work		
	• 5 – 10 Years	23	46
	• 10 – 20 Years	15	30
	• 20 – 25 Years	7	14
	• > 25 Years	5	10

2. Validity and Reliability Test

Validity testing in this study was conducted on 30 initial respondents and aimed to determine the value of the critical correlation coefficient from the calculated r distribution table and the basis for making decisions on the validity or otherwise of the research instrument panel. The results of the validity test through a comparison of the calculated r value must be greater than the provisions of the Product Moment Correlation (see table 2) there are 2 question items, namely the work environment item (point 3) and employee performance (point 2) which are invalid and these invalid items will be deleted and will not be included in further analysis. The results of the validity test leave 17 statement items on the research instrument that are valid and will be used for further analysis.

Furthermore, the reliability test will be conducted in this study by means of one shot or measurement once with the provisions of the construct of the research data showing an Alpha value> 0.6 (Wicaksono & Lestari, 2017), the results of the reliability test (see table 3) on the question items stated as reliable or reliable with the provisions for the workload variable of 0.625, work environment 0.610 and employee performance of 0.687. The instrument used in this study showed a Cronbach's alpha value greater than 0.6, namely and stated as reliable or meeting the requirements.

Table 2. Research Validity Test

Variable	Code Variable	r-count vs r-table (0,3000)	Info
Workload (X1)	X1.1	0.662	Valid
	X1.2	0.772	Valid
	X1.3	0.316	Valid
	X1.4	0.617	Valid
	X1.5	0.731	Valid
Work Environment (X2)	X2.1	0.578	Valid
	X2.2	0.354	Valid
	X2.3	0.254	Not Valid
	X2.4	0.615	Valid
	X2.5	0.467	Valid
	X2.6	0.578	Valid
Employee Performance (Y1)	Y1.1	0.467	Valid
	Y1.2	0.241	Not Valid
	Y1.3	0.721	Valid
	Y1.4	0.485	Valid
	Y1.5	0.719	Valid
	Y1.6	0.463	Valid
	Y1.7	0.626	Valid
	Y1.8	0.620	Valid

3. Classical Assumption Test

The classical assumption test aims to obtain confidence based on statistical data that the regression model has an error term (μ) that is normally distributed, free from heteroscedasticity (no-hyteroscedasticity), and there is no correlation between the independent variables (no-multicollinearity).

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.03789702
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.065
Test Statistic		.093
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

- Normality Test

The normality test is a test carried out to ensure that the collected data is normally distributed or has an error term (μ) which is normally distributed. The normality test in this study uses the one sample kolmogrov-smirnov test with a sig. level of 0.05, the results of the normality test calculation (see table 3) one sample

kolmogrov-smirnov is known to have a sig value of 0.200. This shows that the sig. value of the research data is > 0.05 or 0.200 > 0.05. So it can be concluded that the error term (μ) normally distributed.

- Heteroscedasticity Test

Heteroscedasticity testing needs to be done to test the inequality of residual variance values on one observation variable to another and the method used in this study is by looking at the Scatterplot graph (Đalić & Terzić, 2021). Senaviratna & Cooray (2019) explains that there is no heteroscedasticity in the research model if the points in the scatterplot image are spread above and below the number 0 and form a certain pattern. The results are shown in Figure 1 regarding the scatterplot graph of the research regression results where the points are spread without any clear pattern at the top and bottom or around the number 0 and these results show that the image in the regression model does not have symptoms of heteroscedasticity.

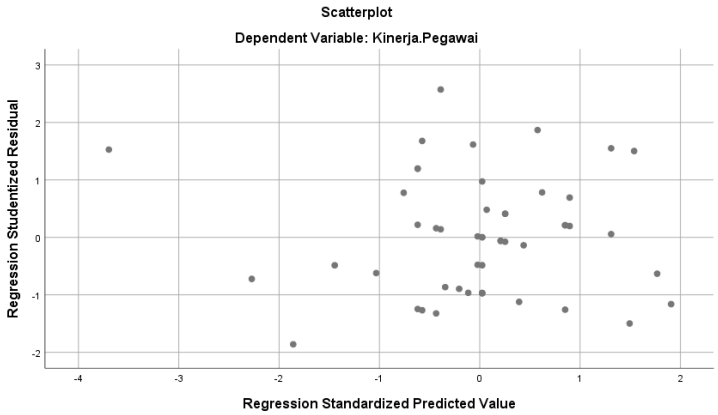

Figure 1. Scaterplot Regression Test

- Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between two independent variables in a multiple linear regression mode. To find out whether multicollinearity occurs in a linear regression model, it can be seen based on the tolerance and VIF values. According to the standard Senaviratna & Cooray (2019), the tolerance value is greater than 0.1 or the VIF value is less than 10, it can be concluded that there is no multicollinearity in the regression model. Based on the calculation results (see table 4), it was found that each independent variable has a tolerance value of more than 0.1 and a VIF value of less than 10. So it can be concluded that the regression model in this study has met the requirements of the multicollinearity test.

Table 4. Results of the Research Multicollinearity Test

Collinearity Statistics	
Tolerance	VIF
1.000	1.000
1.000	1.000

4. Multiple Regression Test

The purpose of data analysis in this study is to find the influence of two or more independent variables (X) on the dependent variable (Y). From the results of the regression equation presented (see table 5), it can be stated as follows:

1. The regression equation of this study is Y = 27.448 + 0.286X1 – 0.159X2
2. Value of constant (α) The value obtained is 27,448 with a positive sign, where this result shows that if any of the variables workload, work environment and employee performance are considered constant, then the Y value is 27,448.
3. The regression coefficient value for the workload variable (X1) was obtained as 0.286 with a positive sign, where this result shows that if the workload increases by one unit with the assumption that the other independent variables do not change in value, then the workload variable will increase by 0.286.

4. The regression coefficient value for the work environment variable (X2) was obtained as 0.159 with a negative sign, where this result shows that if the response decreases by one unit with the assumption that the other independent variables do not change in value, then the work environment variable will increase by 0.159.

Table 5. Results of Multiple Linear Regression Test of Research

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	27.448	4.554		6.027	.000		
	Workload	.286	.132	.299	2.165	.036	1.000	1.000
	Env.Work	-.159	.185	-.118	-.856	.396	1.000	1.000

a. Dependent Variable: Employee Performance

5. Hypothesis Testing

The results of the partial test of the study (see table 5) on the first hypothesis test (H1) on the relationship between workload (X1) were found to have a positive effect on employee performance (Y1) because the t-statistic value was 2.165 and the Significance (Sig) of the workload variable was found to be 0.036. Because the Sig. value of 0.036 <probability 0.05, the effect is significant on employee performance. Furthermore, for the second hypothesis test (H2) on the relationship between work environment (X2), it was found to have a negative effect on employee performance (Y1) because the t-statistic value was -0.856 and the Significance (Sig) of the work environment variable was found to be 0.396. Because the Sig. value of 0.396 > probability 0.05, the effect is not significant on employee performance.

Table 6. Results of Research Determinant Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.422[a]	.203	.065	2.08080	2.422

a. Predictors: (Constant), Env.Work, Workload

b. Dependent Variable: Employee Performance

6. ADeterminant Analysis (R-Square)

The determination coefficient test (R Square) needs to be carried out to be able to determine the magnitude of the influence of the percentage value of the independent variable on the dependent variable in percent units from the results of the research regression model. The results of the determination coefficient test (see table 6) found a value (R square) of 0.203 or the workload and work environment variables together have an effect on employee performance at AVSEC PT Angkasa Pura 1 by 20.3%.

Table 7. Results of Simultaneous Research Tests

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.482	2	11.741	2.712	.047[b]
	Residual	203.498	47	4.330		
	Total	226.980	49			

a. Dependent Variable: KEmployee Performancei

b. Predictors: (Constant), Env.Work, Workload

7. Simultaneous Test

The F test or simultaneous test aims to determine the effect of the value of the independent variable on the dependent variable in the research model that is carried out together or simultaneously. The provisions of the simultaneous test have a significance value of 5% (Senaviratna & Cooray, 2019). Based on the results of the simultaneous test (see table 7), it was found that the joint relationship between workload and work environment simultaneously had a significant effect (0.047 ≤ probability 0.05) on employee performance.

5. Discussion

Based on the partial test results presented in table 5 regarding the relationship between workload found to be significant on employee performance of 0.036 and a t-statistic value of 2.165, which means that the workload that has been given by the AVSEC management of PT Angkasa Pura 1 has a positive and significant effect on employee performance. Consistent with several previous studies that explain that the workload according to that given by the company can encourage increased performance from its employees, for example: Aliyyah, et al (2021) explain that increasing the workload to a normal limit according to employee capabilities has been proven to improve employee performance. In addition, when an employee is given a workload that is too low, it can reduce employee performance because it will make all the potential and abilities within the employee unable to be released optimally (Sulastri & Onsardi, 2020). In the context of this study, many employees at AVSEC PT Angkasa Pura 1 feel capable and confident in completing each of their jobs well even though there are demands from the leadership regarding the work that must be completed by employees and the high work ethic set by the company and this can be a positive value for the company. However, on the other hand, there needs to be encouragement for employee attitudes and behaviors related to focus and accuracy in the work they are currently doing to encourage improvements in employee performance to be better.

Other results on the work environment variable found to have no significant effect on employee performance of 0.396 and a t-statistic value of -0.856. it can be concluded that the work environment was found to have a negative and insignificant effect on employee performance at AVSEC PT Angkasa Pura 1. Although the results obtained in this study do not match the previously developed hypothesis, there are several important points that are expected to be important input to the management of AVSEC PT Angkasa Pura 1 in terms of maintaining a conducive work environment and improving the performance of its employees, namely: One, the company management needs to improve the cleanliness of the work environment so that employees feel at home to be enthusiastic about working and motivated, which will then have a direct impact on improving their performance, because by keeping the work environment clean, employees will feel comfortable and more enthusiastic about working (Afshar Jahanshahi et al., 2019). Second, the company management needs to rearrange the air temperature and air circulation in the work environment to make it healthier and more conducive, by creating a good work environment it will be able to create good employee performance and the important point is how the company management must be able to build a work structure in harmony from one unit to another, the appropriate air temperature to support work activities, fairly smooth air circulation and a fairly comfortable room design (Jenkins & Delbridge, 2013).

The latest results on the workload and work environment variables together found a significance value of 0.047 as shown in table 7, which means that the joint influence of the workload and work environment variables was found to have a significant effect on employee performance at AVSEC PT Angkasa Pura 1 and these results are in line with several previous studies, where workload and work environment together can improve employee performance. Astika, et al. (2022) explains that together workload and work environment are several factors that can significantly encourage employee performance. Sundari, et al (2023) also said that a good work environment and appropriate workload provided by companies engaged in the service sector (health centers) together will be able to improve employee performance.

6. Conclusion

Workload and work environment are two key factors that are interrelated and have a significant influence on employee performance. A balanced workload, accompanied by a supportive work environment, can create ideal conditions for employees to achieve optimal productivity. On the one hand, a workload that is in accordance with the capacity and competence of employees can trigger positive motivation and challenges. However, this study highlights the importance of PT Angkasa Pura 1 AVSEC management in creating a comfortable, safe, and collaborative work environment to improve the physical and mental well-being of employees which will certainly have an impact on improving employee performance.

This study has an impact on the practice of PT Angkasa Pura 1 AVSEC management practices which must be able to maintain a good balance of workload or work environment to avoid stress, fatigue, and decreased performance. Therefore, understanding and managing these two factors holistically is an important key in creating a conducive work environment and encouraging continuous improvement in employee performance.

Research conducted in only one office setting has several limitations that need to be considered. First, the results of the study may not be generalizable to other work settings because the unique characteristics of the office studied, such as organizational culture, management structure, or type of industry, may not be representative of conditions in other settings. Second, certain variables, such as team dynamics, company policies, or the physical condition of the office, may be specific to the research location and may not apply universally. Third, the sample size limited to one office may reduce the diversity of respondents, so the findings may not reflect the broader perspectives of different types of employees or backgrounds.

Acknowledgments

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