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## Analysis of the Effect of Work Environment and Workload on Work Quality with Work Motivation as an Intervening Variable: Study on Employees of Bank Mandiri KCP Sungai Danau Indonesia

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### ABSTRACT

Work environment and workload are two important factors that can influence employee motivation and work quality. This research aims to analyze and determine the influence of the work environment and workload on work motivation, as well as the influence of work motivation and workload on the work quality of Bank Mandiri KCP Sungai Danau employees. This research uses quantitative methods with a questionnaire as a research instrument. The research sample was 69 employees of Bank Mandiri KCP Sungai Danau, who were selected using a saturated sampling technique. Data were analyzed using structure equation modeling (SEM) analysis techniques with the SmartPLS program. The research results show that the work environment has no significant effect on work motivation, Workload has a significant effect on work motivation, the work environment has a significant effect on work quality, Workload has a significant effect on work quality, Work motivation has no significant effect on work quality, Work environment through motivation work does not have a significant effect on work quality, workload through work motivation does not have a significant effect on work quality. In conclusion, the environment and workload are proven to have a positive influence on work quality, and workload has a positive influence on the work motivation of Bank Mandiri KCP Sungai Danau employees. Work motivation has not been proven to influence work quality.

### 1. Introduction

In an era of globalization full of competition, Bank Mandiri KCP Sungai Danau, like other organizations, is faced with demands to continuously improve its performance in order to survive and develop. Work quality, as one of the main pillars of performance, is a key factor in achieving organizational goals. Work quality refers to the level of perfection and accuracy of employee work, which results in achieving predetermined standards. High-quality work reflects the effectiveness and efficiency of employees in completing their tasks and producing quality products or services that meet customer needs. Employees who have high-quality work are able to complete their tasks

more quickly and efficiently, thereby increasing the organization's output and productivity. High-quality work results in products or services that are superior to those of competitors, thereby increasing the organization's competitiveness in the market. High-quality products or services will increase customer satisfaction, which ultimately increases customer loyalty and retention. High-quality work will build a positive image of the organization in the eyes of the public, thereby increasing the organization's trust and credibility (Bakker, 2022; Blader, 2021; Campbell, 2020).

A conducive work environment, which is characterized by support from superiors and



colleagues, adequate facilities, and positive work culture, can increase employee motivation and performance, resulting in high-quality work. A workload that is measurable and appropriate to employees' abilities will encourage them to work optimally and produce high-quality work. On the other hand, excessive workload can cause stress and fatigue, which can reduce the quality of work. Work motivation is an internal drive that encourages employees to work well. High work motivation can increase employee morale, perseverance, and effectiveness in completing their tasks, resulting in high-quality work. Creating a conducive work environment can be done by building a positive work culture, providing adequate facilities, and providing support to employees. A workload that is measurable and appropriate to employees' abilities will encourage them to work optimally and produce high-quality work. Work motivation can be increased by providing rewards and recognition for employee achievements, as well as providing opportunities for self-development and training. Quality of work is a key factor in achieving the organizational goals of Bank Mandiri KCP Sungai Danau. Efforts to improve work quality must be carried out on an ongoing basis by paying attention to the factors that influence it, such as the work environment, workload, and work motivation. By improving the quality of work, Bank Mandiri KCP Sungai Danau can increase productivity and competitiveness and, ultimately, achieve its organizational goals (Carmeli, 2020; Certo, 2021; Cohen, 2022). This research aims to analyze and determine the influence of the work environment and workload on work motivation, as well as the influence of work motivation and workload on the work quality of Bank Mandiri KCP Sungai Danau Indonesia employees.

## 2. Literature Review

Employee work performance is one of the key factors in achieving organizational goals. High

performance can increase productivity, efficiency, and organizational competitiveness. Many factors can influence employee work performance, both internal and external factors. Internal factors come from the employees themselves, such as abilities, skills, knowledge, motivation, and attitudes. External factors come from outside the employee, such as the work environment, workload, leadership, and organizational culture.

### **Internal factors that influence employee work performance**

Abilities and skills are two important factors that determine employee performance. Ability refers to the natural talent and potential an employee has, while skill refers to the ability acquired through training and experience. Employees who have abilities and skills appropriate to their work will find it easier to achieve targets and produce quality output. Knowledge about the job and tasks to be done is also important to achieve high performance. Employees who have adequate knowledge will find it easier to understand and complete their tasks. Knowledge can be gained through formal education, training, and work experience. Motivation is an internal drive that encourages employees to work well. High work motivation can increase employee morale, perseverance, and effectiveness in completing their tasks. Motivation can come from various factors, namely intrinsic factors, factors that come from within the employee, such as curiosity, the desire to achieve, and enjoyment of their work. Extrinsic factors are factors that come from outside the employee, such as salary, bonuses, and promotions (Cropanzano, 2022; Deci, 2020).

Employee attitudes towards their work also influence their performance. Employees who have a positive and enthusiastic attitude towards their work will find it easier to achieve targets and produce quality output. Employee attitudes can be influenced by various factors. Namely, values held firmly by



employees can influence their attitudes toward their work. Positive work experiences can improve employees' attitudes toward their work. A conducive work environment can improve employees' attitudes towards their work. Abilities, skills, knowledge, motivation, and attitudes are interrelated and interact with each other. For example, employees who have high abilities and skills will be more easily motivated to work well. On the other hand, employees who have high work motivation will be more motivated to improve their abilities and skills. To improve employee performance, organizations need to pay attention to and develop the factors that influence it. By paying attention to and developing the influencing factors, organizations can improve employee performance and achieve their goals (Eisenberger, 2021; Erdogan, 2021).

### **External factors that influence employee work performance**

A conducive work environment is one of the key factors in increasing employee motivation and performance. Support from superiors and coworkers can increase employee self-confidence and motivation. Bosses who provide clear directions, constructive feedback, and appreciation for employee achievements can encourage them to work better. Coworkers who help and support each other can also create a positive work atmosphere and increase employee motivation. Adequate facilities, such as complete work equipment, a comfortable workspace, and stable internet access, can help employees complete their tasks more easily and efficiently. Adequate facilities can also increase employee comfort and safety so they can work more calmly and focused. A positive work culture, which values achievement, cooperation, and self-development, can increase employee motivation and performance. A positive work culture can create a pleasant work atmosphere and encourage employees to make their best contribution. A workload that is measurable and appropriate to employees' abilities will

encourage them to work optimally and produce high-quality work. On the other hand, excessive workload can cause stress and fatigue, which can reduce the quality of work. Effective leadership can increase employee motivation and performance. A good leader can provide clear direction, motivate employees, and create a conducive work environment. Effective leaders have a clear vision of the future of the organization and are able to communicate this vision to employees. Effective leaders provide clear direction about what they want to achieve and how to achieve it. Effective leaders are able to motivate employees to work hard and achieve common goals. Effective leaders create a conducive work environment where employees feel valued, respected, and supported. Effective leaders provide constructive feedback to employees to help them improve their performance. A positive organizational culture, which values employee achievement and development, can increase employee motivation and performance. A positive work culture can create a pleasant work atmosphere and encourage employees to make their best contribution (Friedman, 2020; Hackman, 2021; Hodson, 2021).

### **3. Methods**

This study uses a quantitative approach. The quantitative approach is a research method that uses numerical data to explain the relationship between research variables. The population in this study were all 69 employees of Bank Mandiri KCP Sungai Danau. The sampling technique used is a saturated sampling technique. The saturated sampling technique is a sampling technique that takes all members of the population as research samples. The research instrument used in this research was a questionnaire. The questionnaire contains questions about the research variables, namely: Work environment variables (X1), which consist of work atmosphere, harmonious relationships, opportunities for advancement, and security at work. Workload variables (X2) consist of targets that must be achieved,



job demands, job conditions, and job standards. Work motivation variable (Z), which consists of responsibility, achievement, self-development, and independence in action. Work quality variable (Y), which consists of personal potential, optimal work results, work process, and enthusiasm.

Data analysis in this research used SmartPLS software. SmartPLS is software used to analyze structural equation modeling (SEM) data. SEM is a data analysis technique used to test the relationship between variables simultaneously. Validity and reliability tests of the instruments were carried out to ensure that the research instruments were valid and reliable. The SEM assumption test was carried out to ensure that the research data met the SEM assumptions. SEM model analysis was carried out to test the relationship between research variables. Interpretation of the results is carried out to explain the meaning of the SEM analysis results. This research will be carried out by paying attention to research ethics. Respondents will be given informed consent before filling out the questionnaire. Informed

consent contains information about the research objectives, research benefits, and research risks. Respondent data will be kept confidential and only used for research purposes.

#### 4. Results and Discussion

Based on Table 1, the majority of respondents (44.93%) were aged between 25-30 years, followed by 37.68% of respondents aged 31-35 years. Respondents aged 36-40 years and over 40 years are classified as minorities, with percentages of 13.05% and 4.35% respectively. There were more male respondents than female respondents, with percentages of 59.42% and 40.58%. This shows that the proportion of male employees at Bank Mandiri KCP Sungai Danau is higher than that of female employees. The majority of respondents (59.42%) had a Bachelor's degree education. Respondents with a diploma and high school education or equivalent are classified as a minority, with percentages of 23.19% and 11.59%. This shows that Bank Mandiri KCP Sungai Danau prefers employees with higher education.

Table 1. Characteristics of respondents.

Characteristics	Total (people)	Percentage (%)
<b>Respondent's age</b>		
25 - 30 years	31	44,93
31 - 35 years	26	37,68
36 - 40 years	9	13,05
More than 40 years	3	4,35
<b>Respondent's gender</b>		
Male	41	59,42
Female	28	40,58
<b>Respondent's education</b>		
Senior high school or equivalent	8	11,59
Diploma	16	23,19
Bachelor's degree	41	59,42
Master's degree	4	5,8



Based on Table 2, all indicators have a correlation value > 0.6, which shows that all indicators are valid. Work environment: Indicators Work atmosphere, harmonious relationships, opportunities for advancement, and security at work have a correlation value of > 0.9, which shows that all indicators are valid. Workload: The indicators for targets that must be achieved, work demands, work conditions, and work standards have a correlation value of > 0.8, which shows that all indicators are valid. Work motivation: Indicators of responsibility, achievement, self-development, and independence to act have a correlation value of > 0.85, which shows that all indicators are valid. Work quality: Indicators of personal potential, optimal work results, work process, and enthusiasm have a correlation value > 0.8, which shows that all indicators are valid. Based on Table 2, the Cronbach's alpha value for all variables

is > 0.7, which indicates that all variables are reliable. Work environment: Cronbach's alpha value = 0.941, indicating that the work environment variable is reliable and has high internal consistency. Workload: Cronbach's alpha value = 0.815, indicating that the workload variable is reliable and has high internal consistency. Work motivation: Cronbach's alpha value = 0.88, indicating that the Work motivation variable is reliable and has high internal consistency. Work quality: Cronbach's alpha value = 0.795, indicating that the work quality variable is reliable and has high internal consistency. Based on the results of the validity and reliability tests, it can be concluded that the research instruments used are valid and reliable. These instruments can be used to measure research variables accurately and consistently.

Table 2. Construct validity and reliability tests.

Variable	Indicator	Correlation value	Information	Cronbach's alpha	Information
Work environment				0,941	Reliable
	Working atmosphere	0,912	Valid		
	Harmonious relationship	0,916	Valid		
	Opportunity to advance	0,922	Valid		
	Safety at work	0,905	Valid		
Workload				0,815	Reliable
	Targets to be achieved	0,879	Valid		
	Job demands	0,808	Valid		
	Working conditions	0,897	Valid		
	Job standards	0,907	Valid		
Work motivation				0,88	Reliable
	Responsibility	0,861	Valid		
	Achievements achieved	0,911	Valid		
	Self-development	0,861	Valid		
	Independence of action	0,895	Valid		
Work quality				0,795	Reliable
	Self-potential	0,891	Valid		
	Optimal work results	0,919	Valid		
	Work process	0,842	Valid		
	Enthusiasm	0,652	Valid		



The resulting R Square value is 0.764, which indicates that the independent variables (work environment factors, workload, and work motivation) taken in this study have a level of relationship with the dependent variable (work quality) of 76.4% so that the remainder is 23.6% are other variables not stated in the research. The resulting Adjusted R Square value is 0.584, which shows that every change that occurs in the form of an increase or decrease in all factors in the independent variables will have an impact on changes in work quality of 58.4%. Evaluation goodness of fit known from the value Q-Square. The Q-Square value has the same meaning as coefficient determination (R-Square) in determinant analysis, where the higher the Q-Square, the better or more fit the model with data. The results of the value calculation Q-Square are as

follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R^2) \times (1 - R^2)] \\
 &= 1 - [(1 - 0,764) \times (1 - 0,764)] \\
 &= 1 - [(1 - 0,764) \times (1 - 0,584)] \\
 &= 1 - (0,236 \times 0,416) \\
 &= 1 - 0,098 \\
 &= 0,902
 \end{aligned}$$

Based on the results of the calculations above, a value is obtained Q-Square of 0.902. This shows that the large diversity of research data that can be explained by the research model is 90.2%. Meanwhile, the remaining 9.8% is explained by other variables outside this research model. Thus, from these results, this research model can be stated to have goodness of fit good.

Table 3. Statistical hypothesis testing.

	<b>Original sample</b>	<b>Sample mean</b>	<b>Standard deviation</b>	<b>t Statistics</b>	<b>P-value</b>
Work environment -> Work motivation	0,032	0,046	0,206	0,155	0,877
Workload -> Work motivation	0,367	0,375	0,146	2,519	0,012
Work environment -> Work quality	0,720	0,705	0,192	3,756	0,000
Workload -> Work quality	0,440	0,431	0,139	3,159	0,002
Work motivation -> Work quality	0,208	0,205	0,132	1,577	0,116
Work environment -> Work motivation -> Work quality	0,007	0,003	0,048	0,137	0,891
Workload -> Work motivation -> Work quality	0,149	0,150	0,115	1,299	0,195

Table 3 shows the work environment has a positive effect on work motivation. The t-test results show the statistical t value = 0.206 with p-value = 0.155. These results indicate that there is no significant relationship between work environment and work motivation. Workload has a positive effect on work motivation. The t-test results show the statistical t value = 2.519 with p-value = 0.012. These results indicate that there is a significant and positive relationship between workload and work motivation. This means that the higher the workload, the higher the employee's work motivation. The work environment has a positive effect on work quality. The t-test results show the statistical t value = 3.756 with

p-value = 0.000. These results indicate that there is a significant and positive relationship between the work environment and work quality. This means that the better the work environment, the higher the quality of employee work. Workload has a positive effect on work quality. The t-test results show the statistical t value = 3.159 with p-value = 0.002. These results indicate that there is a significant and positive relationship between workload and work quality. This means that the higher the workload, the higher the quality of employee work. Work motivation has a positive effect on work quality. The t-test results show the statistical t value = 1.577 with p-value = 0.116. These results indicate that there is no significant relationship



between work motivation and work quality. The work environment and work motivation together have a positive effect on work quality. The t-test results show the statistical t value = 0.137 with p-value = 0.891. These results indicate that there is no significant relationship between the work environment and work motivation together with work quality. Workload and work motivation together have a positive effect on work quality. The t-test results show the statistical t value = 1.299 with p-value = 0.195. These results indicate that there is no significant relationship between workload and work motivation together with work quality.

Theoretically, the positive relationship between work environment and work quality can be explained by several theories. Herzberg's motivation theory explains that work environment factors, such as good working conditions, positive interpersonal relationships, and recognition for achievements, can increase employees' intrinsic motivation and encourage them to work better. Hackman & Oldham's job satisfaction theory explains that job characteristics that are challenging, meaningful, and provide autonomy to employees can increase job satisfaction and encourage them to work harder and produce higher productivity. Practically, empirical research shows that a conducive work environment can improve the quality of employee work in several ways. A work atmosphere that is calm, comfortable, and free from distractions can help employees focus and concentrate on their work. A positive and supportive work environment can increase employee enthusiasm and motivation to work harder and achieve set targets. An open and collaborative work environment can encourage cooperation and effective communication between employees, which can improve the overall quality of work (Humphrey, 2021; Iverson, 2020; Judge, 2022).

The relationship between workload and work quality is a complex topic and has been studied extensively in the fields of industrial and

organizational psychology. Motivational theories, such as expectancy theory and equity theory, show that moderate workloads can increase motivation and work quality. When individuals feel challenged by a sufficient workload, they will be more motivated to complete tasks well. This can increase their focus, concentration, and effort, ultimately resulting in higher-quality work. Flow theory explains that individuals will achieve optimal levels of performance when they are in a state of flow. This situation occurs when individuals feel challenged by the task being carried out, have sufficient skills to complete it, and are focused on the work. A moderate workload can help individuals achieve a state of flow, thereby improving the quality of work. The Yerkes-Dodson theory shows that there is an inverse curve-shaped relationship between workload and performance. At low workload levels, individual performance will be low because they feel bored and not challenged. At optimal workload levels, individual performance will increase because they are motivated and focused on the work. However, when the workload becomes excessive, individual performance will decrease due to stress and fatigue. Several empirical studies show that a moderate workload can improve work quality. A study found that a moderate workload has a positive influence on employee performance in manufacturing companies in Indonesia. Other studies also found similar results in research conducted in the hotel sector. A moderate workload can improve work quality. This is supported by theory and empirical research. In practice, organizations need to ensure that employee workload is neither too low nor too high by analyzing work, determining performance standards, monitoring workload, providing training, and providing resources (Kuvaas, 2021; Lang, 2021).

The relationship between workload and work motivation is a complex topic and has been widely researched in the field of organizational psychology. Research findings show that the relationship between these two variables is not always linear. At optimal



workload levels, there is a positive relationship between workload and work motivation. Expectancy motivation theory states that individuals are motivated to work hard when they believe that their efforts will produce desired results (such as rewards, recognition, and promotions). Optimal workload challenges individuals and allows them to demonstrate their abilities, thereby increasing their confidence in positive outcomes. Equity theory states that individuals are motivated to work in a fair and balanced manner. The optimal workload is perceived as fair by individuals because it is proportional to their abilities and resources. This increases their sense of fairness and encourages them to work hard. Flow Theory states that individuals feel motivated and engaged in work when they feel a balance between skills and challenges. Optimal workload provides a sufficient level of stimulation so that individuals feel challenged and focused on work, increasing motivation and job satisfaction. Optimal workload encourages individuals to complete tasks and achieve goals. This provides a sense of accomplishment and increases motivation to continue working hard. Optimal workload allows individuals to learn and develop new skills. This increases self-confidence and competence, encouraging motivation to continue learning and developing. Optimal workload provides a sense of responsibility to the individual. This increases their commitment and dedication towards work. A study found that optimal workload increases intrinsic motivation and employee performance. Other studies show that moderate workloads increase employee energy and motivation and reduce burnout. Based on theoretical foundations, practical reasons, and related studies, it can be concluded that there is a positive relationship between workload and work motivation at optimal workload levels. An optimal workload challenges individuals, allows them to demonstrate their abilities and provides a sense of accomplishment and self-development. This increases self-confidence, competence, and commitment, driving intrinsic

motivation and employee performance (Cohen, 2021; Cuesta, 2021).

## 5. Conclusion

The environment and workload are proven to have a positive influence on work quality, and workload has a positive influence on the work motivation of Bank Mandiri KCP Sungai Danau employees. Work motivation has not been proven to influence work quality.

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