
The Influence of Work Environment and Workload on the Employee Performance of Surabaya Regional Health Laboratory with Work Motivation as An Intervening Variable

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ABSTRACT

Purpose: This study aims to examine and analyze the influence of the work environment and workload on employee performance, with work motivation as an intervening variable.

Design/methodology/approach: The research utilized a Saturated Sampling method, distributing questionnaires to all 44 employees of the Surabaya Regional Health Laboratory. Data were processed using the SEM-PLS application.

Findings: The findings reveal that the work environment does not significantly affect employee performance, while workload has a significant impact on performance. The work environment significantly influences work motivation, as does workload. Moreover, work motivation significantly affects employee performance. However, neither the work environment nor workload has a significant effect on employee performance through work motivation as an intervening variable at the Surabaya Regional Health Laboratory.

Originality/value: This study contributes to understanding the factors influencing employee performance at the Surabaya Regional Health Laboratory. It confirms that while workload directly impacts performance, the work environment, although positive, does not significantly enhance performance. Furthermore, work motivation plays a crucial role in directly boosting employee performance, though it does not serve as a significant intervening variable between the work environment or workload and performance.

Paper type: Research paper

Keywords: *Work Environment, Workload, Work Motivation, Performance.*

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I. INTRODUCTION

Health is an essential aspect that remains a priority need for humans. The development of various bacteria and viruses that cause the emergence of diseases continues to increase and has become a global concern. Moreover, the recent outbreak of the Coronavirus (Covid-19) over the past three years has led to a massive loss of human lives worldwide, including in Indonesia.

Essentially, many diseases currently emerging in the world, including in Indonesia, are indirectly caused by humans themselves by not paying attention to their mindset, lifestyle, and daily diet. Various research studies, particularly in the field of health, are continuously being conducted in every region to anticipate, prevent, and even find solutions for handling various diseases both now and in the future, in order to achieve the vision of a Healthy Indonesia.

One of the elements that can significantly contribute to achieving organizational goals is human resources. They play an active role in setting plans, systems, processes, and the objectives the organization aims to achieve. To reach these goals, it is crucial for the organization to provide adequate facilities and a conducive work environment for its employees (Kaswan, 2019). The work environment has the potential to influence employees' ability to complete the workload assigned by the organization or institution (Rijasawitri and Suana, 2020). Every responsibility or workload undertaken will be assessed as part of the employee's performance evaluation

(Mahawati et al., 2021). It is unavoidable that every workload or task comes with challenges or difficulties that employees must face, which can lead to stress and affect the results achieved (Hermina and Yosepha, 2019). With good motivation, employees will be more enthusiastic in their work and capable of delivering optimal performance (Lesva Cahyani, 2022).

The Regional Health Laboratory (Labkesda) of Surabaya City is one of the health laboratory facilities and serves as a reference for healthcare services in Surabaya. In line with its vision and mission, the Labkesda of Surabaya City is expected to become a quality, trustworthy, and professional health laboratory service center, continuously improving and developing its laboratory services for its clients. Currently, there is a continuous increase in examination requests from various other healthcare facilities as well as individuals to the Labkesda of Surabaya City.

One of Labkesda's current efforts is to continuously update its examination processes through digital transformation, involving more advanced and sophisticated technology to ensure optimal service. Indirectly, this leads to an increase in both physical and mental workload for the available employees at Labkesda. Additionally, the workplace environment needs to be considered in terms of physical layout and office design, machinery arrangement, ventilation, lighting, security, and cleanliness. All these aspects play a role in creating a healthy, comfortable, and supportive work environment that enhances productivity and employee well-being.

Some research gaps in this study include, according to Kamil Hafidzi et al. (2023), that the work environment has a significant and positive impact on employee performance, while the research by Deviyana et al. (2023) indicates that the work environment does not affect employee performance. Regarding motivation as an intervening variable, research by Asfar and Anggraeni (2020) shows a significant and positive effect of the work environment on employee performance through motivation. However, the study by Lianasari and Ahmadi (2022) found that work motivation does not mediate the relationship between the work environment and employee performance. Several studies on workload also reveal research gaps. For example, Herlambang et al. (2022) found that workload has a significant and positive effect on employee performance, while Lesva Cahyani (2022) found that workload does not have a significant effect on performance. Regarding motivation as an intervening variable, the study by Dasrin et al. (2020) shows that workload has a significant and positive effect on performance through motivation, whereas Hendra (2022) found that workload does not affect performance through motivation.

A. Literature Review

1. Work Environment

The work environment is also considered an important aspect for the smooth running of work processes, where comfort and safety at work are also factors that are highly emphasized (Enny, 2019). According to Idayati et al. (2020), a positive work atmosphere can enhance performance, while a poor work environment can increase the risk or the level of errors made by employees.

2. Workload

The workload is also a critical aspect that affects employee productivity and well-being (Gawron, 2019). The workload is not merely a set of tasks to be completed, but also a reflection of job demands, the work environment, and its impact on work-life balance (Saputra, 2022).

3. Work Motivation

Work motivation is an attitude or mindset within an individual that creates enthusiasm for working together, working effectively, and integrating all efforts to achieve positive performance and job satisfaction (Armstrong and Taylor, 2020).

4. Performance Employee

Employee performance is the result of three main factors: "The ability, behavior, and interest of a worker; the understanding and acceptance of a worker's role; and the level of work motivation" (Irawati et al., 2021). The importance of understanding and improving employee performance is not only focused on achieving individual targets but also involves how employees interact within teams, their ability to adapt to changes, and their contribution to creating a positive work culture (Basori et al., 2017).

II. METHOD

A. Conceptual Framework

Referring to the background information, research objectives, and previous research findings, a conceptual framework has been developed to provide more detailed guidance in achieving the objectives of this research. The outline of the conceptual framework in this study can be presented as follows:

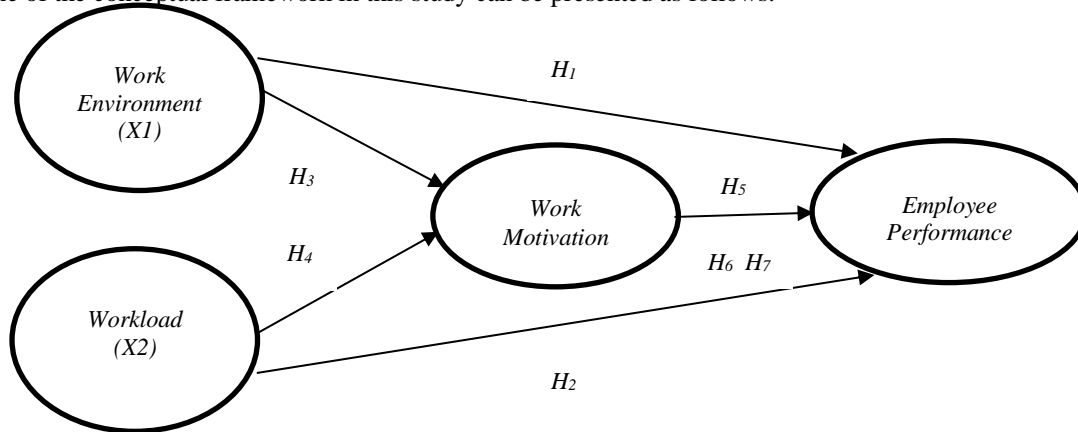


Figure 1. Research Conceptual Framework

B. Hypothesis

The work environment encompasses all the factors surrounding employees that can influence their performance in carrying out assigned tasks (Enny, 2019). The research findings of (Sukaisih et al., 2022) indicate that the work environment has a significant and positive impact on employee performance. From the above explanation, the following hypothesis is strengthened

H1: The work environment has a significantly positive impact on employee performance.

Workload refers to the physical, mental, and social demands/tasks that each individual faces, with a set deadline for completion according to their abilities and limitations (Mahawati et al., 2021). According to (Sugita et al., 2024), it was found that workload significantly affects employee performance. From the above explanation, the following hypothesis is strengthened

H2: Workload has a significantly negative impact on employee performance.

Employees who feel comfortable and happy in their environment will provide strong support in their work (Khoiriah et al., 2019). According to (Idayati et al., 2020), the work environment can have a significant and positive impact on work motivation. From the above explanation, the following hypothesis in this study is strengthened

H3: The work environment has a significantly positive impact on work motivation.

Employees who are required to complete all their tasks simultaneously will experience high levels of stress, which can reduce their enthusiasm for work. In other words, excessive workload can decrease employee work motivation (Pandowo et al., 2024). Based on previous research (Atika et al., 2021), workload has a significant impact on employee work motivation. From the above explanation, the following hypothesis in this study is strengthened:

H4: Workload has a significantly negative impact on work motivation.

Motivation is essential as a stimulus for an individual to complete their work optimally. If employees in a company do not receive proper stimulation, it will affect their performance (Atika et al., 2021). Based on previous research (Lesva Cahyani, 2022), work motivation has a significant and positive impact on employee performance. From the above explanation, the following hypothesis in this study is strengthened:

H5: Work motivation has a significant impact on employee performance

One of the key aspects of achieving optimal performance is having a supportive work environment. When this is combined with strong motivation, it greatly facilitates the achievement of organizational goals. This is supported by previous research, which found that the work environment has a significant and positive impact on performance through work motivation (Asfar and Anggraeni, 2020). From the above explanation, the following hypothesis is derived:

H6: The work environment has a significant impact on employee performance, with work motivation as an intervening variable.

An ideal workload, supported by motivation, will generate work enthusiasm, thereby directly enhancing optimal performance. According to previous research, workload has a positive and significant impact on

performance through motivation (Dasrin et al., 2020). From the above explanation, the following hypothesis is supported:

H7: Workload has a significantly negative impact on employee performance, with work motivation as an intervening variable.

C. Data Collection and Analysis Technique

This type of research falls into the category of quantitative research. Quantitative research methods can be defined as "a research approach based on positivist philosophy, used to investigate a specific population or sample, with data collection techniques involving research tools or instruments, and data analyzed quantitatively or statistically with the aim of testing previously formulated hypotheses" (Sugiyono, 2021). The sample for this research was selected using a saturated sampling method, meaning that all 44 employees of the Surabaya City Health Laboratory were included as the research sample. This approach indicates that if the population size is less than 100 individuals, the entire population can be used as the research sample (Sugiyono, 2021). The data collection method in this research involves the use of a brief questionnaire. The questionnaire is completed through Google Forms. The data collection technique used by researchers is a questionnaire with a Likert Scale of 1-5. The data analysis technique in this research uses Structural Equation Modeling (SEM). The analytical method used in this research is Outer Model Analysis, Inner Model Analysis, to test the hypothesis, the p-values test is carried out using the Structural Equation Modeling (SEM) application.

III. RESULT AND DISCUSSION

A. Results

1. Overview of Respondents

The characteristics of the respondents studied in this study consisted of the gender, education and length employees at the Surabaya Regional Health Laboratory.

Table 1. Overview of Respondents Based on Gender

<i>Characteristic</i>	<i>Description</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	<i>Male</i>	19	43%
	<i>Female</i>	25	57%
	<i>Total</i>	44	100%
<i>Education</i>	<i>SD</i>	1	2%
	<i>SMA/SMK</i>	6	14%
	<i>D III</i>	18	41%
	<i>D IV</i>	1	2%
	<i>S 1</i>	16	36%
	<i>S 2</i>	1	2%
	<i>Profession</i>	1	2%
	<i>Total</i>	44	100%

<i>Length of Service</i>	< 1 years	6	14%
	1 – 5 years	25	57%
	6 – 10 years	5	11%
	>10 years	8	18%
	<i>Total</i>	44	100%

Source: Processed primary data (2024)

According on table 1, it is known that there were 44 respondents (100%). Based on the characteristics of the respondents above, it shows that the majority of respondents are women. It can be seen that the majority respondents, 41% are Diploma III and the minority respondents is Diploma IV, Master and Profession with a percentage 2%. Then, based on the length of service, it was found that the respondent's character was at most 1-5 years and at least 6-10 years.

Based on the results of the characteristics of these respondents, it will be known that each employee will be different in assessing the variables discussed in this research, so that they can produce valid values.

2. Analysis Technic

The Structural Equation Modeling (SEM) method is a combination of mathematical engineering methods and path analysis. Model Scheme in this research, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS 4.0 program.

3. Outer Model Testing

a. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0,6. In the first stage of testing with all indicators, several indicators were found to be invalid, leading to the elimination of the invalid indicators, namely (X1.2, Z1.1, Z1.3, Z1.4, Z1.5, Y1.3, Y1.5). Subsequently, a convergent validity test was conducted, yielding the results shown in Table 4 below. The following are the loading factor values for each indicator on the research variables:

Table 4. Loading Factor

<i>Variable</i>	<i>Indicator</i>	<i>Loading Factor</i>	<i>Rule of Thumb</i>	<i>Conclusion</i>
<i>Work Environment (X1)</i>	<i>X1.1</i>	<i>0,808</i>	<i>0,6</i>	<i>Valid</i>
	<i>X1.3</i>	<i>0,844</i>	<i>0,6</i>	<i>Valid</i>
	<i>X1.4</i>	<i>0,826</i>	<i>0,6</i>	<i>Valid</i>
	<i>X1.5</i>	<i>0,849</i>	<i>0,6</i>	<i>Valid</i>
<i>Workload (X2)</i>	<i>X2.1</i>	<i>0,862</i>	<i>0,6</i>	<i>Valid</i>
	<i>X2.2</i>	<i>0,867</i>	<i>0,6</i>	<i>Valid</i>
	<i>X2.3</i>	<i>0,756</i>	<i>0,6</i>	<i>Valid</i>

<i>Work Motivation (Z)</i>	<i>Z1.2</i>	<i>0,901</i>	<i>0,6</i>	<i>Valid</i>
	<i>Z1.6</i>	<i>0,776</i>	<i>0,6</i>	<i>Valid</i>
<i>Employee Performance (Y)</i>	<i>Y1.1</i>	<i>0,940</i>	<i>0,6</i>	<i>Valid</i>
	<i>Y1.2</i>	<i>0,956</i>	<i>0,6</i>	<i>Valid</i>
	<i>Y1.4</i>	<i>0,775</i>	<i>0,6</i>	<i>Valid</i>
	<i>Y1.6</i>	<i>0,848</i>	<i>0,6</i>	<i>Valid</i>

Data Source: 2024 PLS Data Processing Results

The data presented in table 4 above shows that each research variable indicator has an outer loading value of > 0.7. The data above shows that there are no variable indicators whose outer loading value is below 0.6, so that all indicators are declared suitable or valid for research use and can be used for further analysis.

b. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator :

Table 5. Cross Loading

<i>Indicator</i>	<i>Workload</i>	<i>Employee Performance</i>	<i>Work Motivation</i>	<i>Work Environment</i>	<i>Conclusion</i>
<i>X1.1</i>	<i>0.443</i>	<i>0.331</i>	<i>0.478</i>	<i>0.808</i>	<i>Valid</i>
<i>X1.3</i>	<i>0.442</i>	<i>0.299</i>	<i>0.644</i>	<i>0.844</i>	<i>Valid</i>
<i>X1.4</i>	<i>0.520</i>	<i>0.474</i>	<i>0.532</i>	<i>0.826</i>	<i>Valid</i>
<i>X1.5</i>	<i>0.448</i>	<i>0.283</i>	<i>0.498</i>	<i>0.849</i>	<i>Valid</i>
<i>X2.1</i>	<i>0.862</i>	<i>0.682</i>	<i>0.608</i>	<i>0.570</i>	<i>Valid</i>
<i>X2.2</i>	<i>0.867</i>	<i>0.611</i>	<i>0.598</i>	<i>0.461</i>	<i>Valid</i>
<i>X2.3</i>	<i>0.756</i>	<i>0.571</i>	<i>0.316</i>	<i>0.329</i>	<i>Valid</i>
<i>Z1.2</i>	<i>0.598</i>	<i>0.607</i>	<i>0.901</i>	<i>0.682</i>	<i>Valid</i>
<i>Z1.6</i>	<i>0.444</i>	<i>0.465</i>	<i>0.776</i>	<i>0.371</i>	<i>Valid</i>
<i>Y1.1</i>	<i>0.696</i>	<i>0.905</i>	<i>0.555</i>	<i>0.380</i>	<i>Valid</i>
<i>Y1.2</i>	<i>0.590</i>	<i>0.855</i>	<i>0.428</i>	<i>0.217</i>	<i>Valid</i>

<i>Y1.4</i>	<i>0.589</i>	<i>0.717</i>	<i>0.571</i>	<i>0.393</i>	<i>Valid</i>
<i>Y1.6</i>	<i>0.616</i>	<i>0.848</i>	<i>0.588</i>	<i>0.404</i>	<i>Valid</i>

Data Source: 2024 PLS Data Processing Results

According to the data in table 5, it shows that the loading value of each indicator item on the construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables have good discriminant validity, where in the block the construct indicators are better than the other block indicators.

c. Cronbach’s Alpha and Composite Reliability

Besides construct validity testing, construct reliability testing was also carried out as measured by composite reliability and Cronbach's alpha of the indicator block that measures the construct. The following are the results of composite reliability and Cronbach's alpha testing from Smart PLS:

Table 6. Composite Reliability and Cronbach’s Alpha

<i>Variable</i>	<i>Cronbach’s Alpha</i>	<i>Rule ofThumb</i>	<i>CompositeReliability</i>	<i>Rule ofThumb</i>
<i>Workload</i>	<i>0.776</i>	<i>0.6</i>	<i>0.869</i>	<i>0.7</i>
<i>Employee Performance</i>	<i>0.851</i>	<i>0.6</i>	<i>0.901</i>	<i>0.7</i>
<i>Work Motivation</i>	<i>0.597</i>	<i>0.6</i>	<i>0.828</i>	<i>0.7</i>
<i>Work Environment</i>	<i>0.852</i>	<i>0.6</i>	<i>0.900</i>	<i>0.7</i>

Data Source: 2024 PLS Data Processing Results

A variable is declared reliable if it has a composite reliability value above 0.7 and Cronbach's alpha above 0.60. From the SmartPLS output results above, all variables have composite reliability values above 0.70 and Cronbach's alpha above 0.60. So it can be concluded that validity has good reliability.

d. Average Variance Extracted (AVE)

Apart from observing the cross-loading value, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model.

Table 7. Average Variant Extracted (AVE)

<i>Variable</i>	<i>AVE</i>	<i>Conclusion</i>
<i>Work Environment</i>	<i>0,692</i>	<i>Reliable</i>
<i>Workload</i>	<i>0,689</i>	<i>Reliable</i>
<i>Work Motivation</i>	<i>0,707</i>	<i>Reliable</i>
<i>Employee Performance</i>	<i>0,696</i>	<i>Reliable</i>

Data Source: 2024 PLS Data Processing Results

From the SmartPLS output results above, all variables have AVE values above 0.50. So it can be concluded that validity has good reliability

4. Inner Model Testing

This research will explain the results of the path coefficient test, R-square, f-square, goodness of fit test, Q-square and hypothesis test.

a. Determination Coefficient (R²) Test Results

The determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables. Based on data processing that has been carried out using the SmartPLS program, the R-Square values are obtained as follows:

Table 9. R-Square Value

<i>Variable</i>	<i>R-Square</i>
<i>Employee Performance</i>	<i>0,625</i>
<i>Work Motivation</i>	<i>0,528</i>

Data Source: 2024 PLS Data Processing Results

Based on the data presented in table 9 above, it can be seen that the R-Square value for the Employee Performance (Y) variable is 0.625 (moderat) which gives the meaning that contribution of variables X1, X2 and Z to Y is equal to 62.5% and the remaining 27.5% is the contribution of other variables not included in the study. Then the R-Square value obtained for the Work Motivation variable is 0.528 (moderat). This value explains that contribution of variables work environment, workload and employee performance to work motivation at 52.8% and the remaining 47.2% is the contribution of other variables not included in the study.

b. Effect Size (f²) Results

The change in the R-square value can be used to determine whether the influence of exogenous latent variables on endogenous latent variables has a substantive impact. Therefore, it is necessary to measure the effect size (f²), with the recommended values for exogenous latent variables being 0.02 (small), 0.15 (moderate), and 0.35 (large) (Cohen, 1998).

Table 10. f-Square Value

<i>Variable</i>	<i>f-Square</i>
<i>Workload → Employee Performance</i>	<i>0,557</i>
<i>Workload → Work Motivation</i>	<i>0,217</i>
<i>Work Environment → Employee Performance</i>	<i>0,035</i>
<i>Work Environment → Work Motivation</i>	<i>0,279</i>
<i>Work Motivation → Employee Performance</i>	<i>0,167</i>

Data Source: 2024 PLS Data Processing Results

c. Predictive Relevance Test (Q²)

The Q-Square value has the same meaning as coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better or more fit the model can be to the data.

The results of calculating the Q-Square value are as follows:

$$\begin{aligned}
 \text{Q-Square} &= 1 - [(1 - R_1^2) \times (1 - R_2^2)] \\
 &= 1 - [(1 - 0,625^2) \times (1 - 0,528^2)] \\
 &= 1 - (0.609375 \times 0.721216) \\
 &= 1 - 0,439491 \\
 &= 0,560509
 \end{aligned}$$

From the Q-Square calculation, it is known that the Q-Square value is 0.561. This shows that the large diversity of research data that can be explained by the research model is 56.1%. Meanwhile, the remaining 43.9% is explained by other factors outside this research model. Thus, from these results, this research model can be stated to have good goodness of fit.

d. Model Goodness of Fit (GoF)

The goodness of fit assessment is known from the Q-Square value. The Goodness of Fit (GoF) test is used to validate the combined performance of the measurement model and the structural model. The GoF value ranges from 0 to 1, with the interpretation of the values as follows: 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF). The results of calculating the GoF value are as follows:

Table 11. Compare AVE and R-Square Value

<i>Variable</i>	<i>AVE</i>	<i>R-Square</i>
<i>Work Environment</i>	<i>0,692</i>	
<i>Workload</i>	<i>0,689</i>	
<i>Work Motivation</i>	<i>0,707</i>	<i>0,528</i>
<i>Employee Performance</i>	<i>0,696</i>	<i>0,625</i>
<i>Total</i>	<i>2,784</i>	<i>1,153</i>

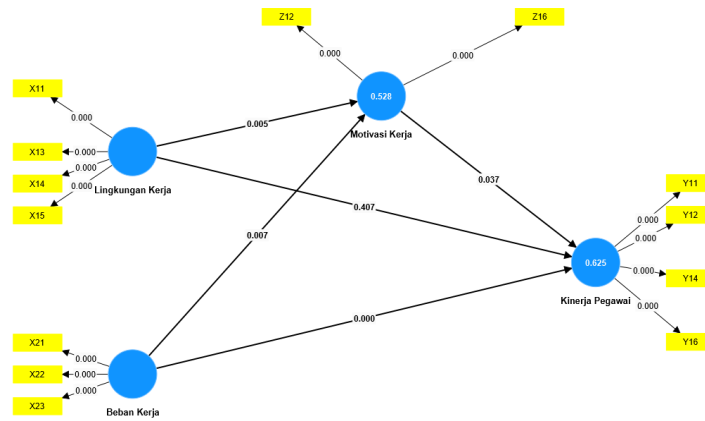
Data Source : 2024 PLS Data Processing Results

$$\begin{aligned}
 \text{GoF} &= \sqrt{\text{AVE} \times R^2} \\
 &= \sqrt{2,784 \times 1,153} \\
 &= \sqrt{0,696 \times 0,5765} \\
 &= \sqrt{0,401244} \\
 &= 0,633438237
 \end{aligned}$$

From the GoF calculation, it is known that the GoF value is 0.633438237. Thus, from these results, this research model can be stated to have good goodness of fit with category large (more than 0.36).

e. Hypothesis Testing

Hypothesis testing was carried out using the bootstrapping resampling method developed by Geisser and Stone. The image below shows the results that this model meets the validity and reliability tests on each path tested :



Model SEM-PLS

Based on the data processing that has been carried out, the results can be used to answer the hypothesis in this research. Hypothesis testing in this research was carried out by looking at the T-Statistics values and P-Values values. The research hypothesis can be declared accepted if the P-Values value is < 0.05. The following are the results of hypothesis testing obtained in this research through the inner model:

Table. 11 Hypothesis Testing

Hypothesis	Influence	Coefficient	T-statistics	P-Values	Result
H1	Work Environment → Employee Performance	-0.156	0.829	0.407	Rejected
H2	Workload → Employee Performance	0.608	3.942	0.000	Accepted
H3	Work Environment → Work Motivation	0.437	2.804	0.005	Accepted
H4	Workload → Work Motivation	0.386	2.681	0.007	Accepted
H5	Work Motivation → Employee Performance	0.364	2.088	0.037	Accepted
H6	Work Environment → Employee Performance with Work Motivation as Intervening Variable	0.159	1.477	0.140	Rejected
H7	Workload → Employee Performance with Work Motivation as Intervening Variable	0.140	1.510	0.131	Rejected

Data Source : 2024 PLS Data Processing Results

Based on the data presented in the table. 11 above, it can be seen that of the seven hypotheses proposed in this research, they are as follows:

The influence of Work Environment on Employee Performance a P-value of 0.407 or greater than 0.05. This means that the Work Environment variable is negative and does not have a significant influence on Employee Performance. The influence of Workload on Employee Performance has a P-value of 0.082 or greater than 0.05. This means that the Workload variable is positive and does not have a significant influence on Employee Performance. The influence of Work Environment on Work Motivation has a P-value of 0.005 or less than 0.05. This means that the Work Environment variable is positive and has a significant influence on Work Motivation. The influence of Workload on Work Motivation has a P-value of 0.007 or less than 0.05. This means that the Workload variable is positive and has a significant influence on Work Motivation. The influence of Work Motivation on Employee Performance has a P-value of 0.037 or less than 0.05. This means that the Work Motivation variable is positive and has a significant influence on Employee Performance. The influence of work

environment on employee performance has a P-value of 0.140 or greater than 0.05. This means that the work environment is positive and does not have a significant influence on employee performance with work motivation as intervening variable. The influence of workload on employee performance has a P-value of 0.131 or greater than 0.05. This means that the workload variable is positive and does not have a significant influence on employee performance with work motivation as an intervening variable.

B. Discussion

In this section, will discuss the research hypothesis which is explained as follows:

1. The Influence of Work Environment on Employee Performance

From the analysis of the variable above, the p-value of the work environment is $0,407 > 0,05$. This means that work environment (X1) does not have a significant effect on employee performance (Z). The results of this research are supported by the results of research conducted by (Sipayung and Purba, 2021), (Viorenchea et al., 2022) and (Deviyana et al., 2023) this shows that the work environment must be paid more attention to properly and conducive so that employee performance increases and vice versa

2. The Influence of Workload on Employee Performance

Based on the results of the second hypothesis test, the p-value of the workload is $0.000 < 0.05$. This means that the workload (X2) has a significant effect on employee performance. The results of this research are supported by research (Herlambang et al., 2022), (Sugita et al., 2024), (Sipayung and Purba, 2021), (Cahyaningtyas, 2021) and (Fadhli and Hanafi, 2023) on the other hand, if the workload is small it will affect employee performance to not be optimal in completing tasks. This states that the more tasks or pressure the employees receive, the more optimal the resulting performance can be for the sustainability of the organization.

3. The influence of Work Environment on Work Motivation

Referring to the results of the third hypothesis test, the p-values obtained for the work environment (X1) = $0.005 < 0.05$. This means that work environment (X1) has a significant effect on work motivation. The results of this research are in accordance with the results of research conducted by (Kamil Hafidzi et al., 2023), (Sukaisih et al., 2022), (Idayati et al., 2020), (Rahmadhani dan Susanti, 2022) and (Kurniawan and Heryanto, 2019). Thus it can be stated that the better the Work Environment, the better the Work Motivation. Conversely, if work environment is low, the less work motivation will be down. The existence of a good work environment will influence the work enthusiasm of each employee. Thus, the more supportive the work environment in the organization, the more employee morale will increase in completing their work.

4. The influence of Workload on Work Motivation

Based on the results of the fourth hypothesis test, the p-value of the workload variable (X2) = $0.007 < 0.05$. This means that the workload (X2) has a significant effect on work motivation (Z). The results of this research are supported by research (Sugita et al., 2024) and (Ridhanoor and Claudia, 2024). This research states that workload refers to the demands that employees must meet within a certain period of time. The higher the workload, the more it can encourage employees to sharpen their skills, allowing them to develop effectively. The increase in each employee's abilities will lead to a more comfortable work environment and will also boost their motivation to complete their tasks well and on time.

5. The influence of Work Motivation on Employee Performance

Based on the results of the fifth hypothesis test, statistically the p-value of the work motivation variable (Z) = $0.037 < 0.05$. This means that the work motivation (Z) has a significant effect on employee performance (Y). The results of this research are supported by research (Lesva Cahyani, 2022), (Hendra, 2022), (Dasrin et al., 2020), (Sukaisih et al., 2022), (Idayati et al., 2020), (Sugita et al., 2024), (Sipayung and Purba, 2021), (Fadhli and Hanafi, 2023), (Prabowo et al., 2023) and (Kurniawan and Heryanto, 2019). These results can be understood through the indicator of motivation, which significantly contributes to performance improvement, particularly in relation to a comfortable work environment, the establishment of good relationships among employees, and supervisors who always appreciate the employees' work

6. The influence of Work Environment on Employee Performance with Work Motivation as Intervening Variable

Based on the results of the sixth hypothesis test that the p-value of $0.140 > 0.05$ indicates that the work environment does not have a significant effect on employee performance through work motivation. The results of this research contradict previous research conducted by (Asfar andc Anggraeni, 2020) and (Kurniawan and Heryanto, 2019) which stated that the work environment has a significant effect on employee performance through work motivation.

7. The influence of Workload on Employee Performance with Work Motivation as Intervening Variable

Based on the results of the sixth hypothesis test that the p-value of $0.131 > 0.05$ indicates that the workload does not have a significant effect on employee performance through work motivation. The results of this research contradict previous research conducted by (Dasrin et al., 2020) which stated that the workload has a significant effect on employee performance through work motivation.

IV. CONCLUSION

In accordance with the research results described in the previous chapter, several conclusions can be drawn, including:

Work environment does not have a significant effect on the employee performance of the Surabaya City Regional Health Laboratory. Workload has a significant effect on the employee performance of the Surabaya City Regional Health Laboratory. Work environment has a significant effect on the work motivation of the Surabaya City Regional Health Laboratory. Workload has a significant effect on the work motivation of the Surabaya City Regional Health Laboratory. Work motivation has a significant effect on the employee performance of the Surabaya City Regional Health Laboratory. Work environment not effect on employee performance through work motivation as an intervening variable in Surabaya City Regional Health Laboratory. Workload not effect on employee performance through work motivation as an intervening variable in Surabaya City Regional Health Laboratory.

A. Suggestions

Based on the conclusions and limitations of the research, the researchers suggest:

The data processing results also show that the work environment does not have an impact on employee performance. However, it would be beneficial to further evaluate and improve the work environment so that a better work environment can enhance employee performance

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