

The Effect of Workload on Employee Performance at PT. Suryabumi Agrolanggeng

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Abstract

Purpose: This study aimed to analyze the effect of workload on employee performance at PT. Suryabumi Agrolanggeng.

Methodology: This study employed a quantitative associative approach. The population consisted of 150 employees of PT. Suryabumi Agrolanggeng, with a sample of 60 respondents determined using the Slovin formula with a 10% margin of error. Probability sampling with cluster sampling was used. Data were collected through questionnaires and analyzed using validity and reliability tests, simple linear regression, t-test, and coefficient of determination (R^2) using SPSS version 26.

Results: The findings revealed that workload significantly affected employee performance. The t-test showed that the calculated t-value (7.237) exceeded the t-table value (1.6715), with a significance value of 0.000 (<0.10), indicating that the proposed hypothesis was accepted. The Adjusted R Square value of 0.728 indicates that workload explains 72.8% of the variation in employee performance, while 27.2% is influenced by other factors not examined in this study.

Conclusions: Workload is a significant determinant of employee performance at PT. Suryabumi Agrolanggeng. Effective workload management through proportional task allocation, realistic targets, and appropriate time allocation is essential for maintaining and improving employee performance.

Limitations: This study was limited to a single organization and focused solely on workload as an independent variable.

Contributions: This study contributes empirical evidence on workload management within the palm oil plantation industry and provides practical implications for human resource policies.

Keywords: *Employee Performance, Human Resource Management, Workload Management*

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1. Introduction

People are the primary asset in an organization, therefore, Human Resources (HR) must be managed and utilized in a balanced and humane manner (Rolos, Sambul, & Rumawas, 2018). Being an obligation and requirement for every employee does not mean that superiors or leaders of an agency ignore solutions and problems (Firjatullah, Wolor, & Marsofiyati, 2023). Human Resource Management (HRM) is based on the concept that every employee is a human being, not a machine or simply a business resource (Bintoro & Daryanto, 2017). Companies expect employees to achieve maximum performance at work, thus making optimal contributions to the company (Indrayana & Putra, 2024). Employees are fundamental assets for a company or organization because they possess the skills, passion, and intellect needed to achieve the company's or organization's goals (Husnah, Sari, & Kenamon, 2024). Employee performance refers to the results achieved by employees in carrying out their assigned tasks (Silaen et al., 2021). Employee performance refers to the results achieved by an employee in carrying out assigned tasks and responsibilities (Anjastari & Gorda, 2025). Employee performance is a determining factor in the success of an agency or organization in achieving its goals

([Nurhandayani, 2022](#)). Employee performance is influenced by two main factors: individual and organizational environmental factors. Workload is an individual factor, whereas the work environment is an organizational environmental factor. Employee performance is the overall performance of an individual over time while performing their duties ([Kurnia & Sitorus, 2022](#)). Optimal performance is performance that meets the standards set by the organization and contributes to the achievement of shared goals ([Zikri, Fadila, & Indrawan, 2025](#)).

Workload is a collection or number of activities that must be completed by an organizational unit within a specified time ([Irawati & Carrollina, 2017](#)). According to [Ir Julianus Hutabarat \(2021\)](#), workload encompasses activities that must be completed by an individual or group within a specific timeframe. Workload is also defined as the process of determining the number of work hours and human resources required to complete a task within a specific period ([Koesomowidjojo, 2017](#)). Workload is not only related to the quality and quantity of products produced by each employee, but conducting workload analysis also prevents excessive work pressure ([Qoyyimah, Abrianto, & Chamidah, 2019](#)).

The influence of workload on performance because working in a company, employees must obey the regulations made by the company and must comply with the standards that have been determined, but it does not rule out the possibility that in practice the institution can also pay more attention to the condition of employees and their performance so that the company's goals that should be achieved can be easily implemented. ([Neksen, Wadud, & Handayani, 2021](#)). Excessive workload, such as job enlargement that does not consider employee capabilities, has the potential to decrease employee performance. ([Friadi, Satriawan, & Dewi, 2025](#)). Workload occurs when the volume of work assigned does not match the working time, resulting in worker fatigue ([Dalena, Ali, & Ediwarman, 2022](#)).

Previous studies have confirmed that workload influences employee performance [Musa and Surijadi \(2020\)](#) found that workload had a positive and significant effect on employee performance at the Civil Registry Office of Buru Regency. Similar findings were reported by ([Fransiska & Tupti, 2020](#)), who concluded that workload significantly affects employee performance. However, different results were reported by ([Winoto & Perkasa, 2024](#)), who found that workload had a positive but insignificant effect on employee performance. These inconsistent findings indicate that the relationship between workload and employee performance remains inconclusive and may vary across organizational contexts and industries.

In addition to the inconsistency of previous findings, most prior studies have been conducted in public institutions, service organizations, or manufacturing companies. Limited empirical evidence is available regarding workload management in the palm oil plantation industry, particularly in companies operating in remote plantation areas, where employees face unique operational demands, production targets, shift systems, and physically intensive work activities. Therefore, the influence of workload on employee performance in this sector requires further investigation. PT. Suryabumi Agrolanggeng represents a unique research setting because the company has experienced fluctuations in production achievement and has consistently failed to meet production targets during several years. Preliminary survey results also indicated problems related to workload distribution, time allocation, and employees' ability to achieve work targets. These conditions suggest that workload may play an important role in determining employee performance within a company. Accordingly, the novelty of this study lies in its empirical examination of the effect of workload on employee performance in the palm oil plantation industry, a sector that has received limited attention in previous studies.

Furthermore, this study combined organizational production performance data, preliminary survey findings, and employee perceptions to provide a more comprehensive understanding of workload issues in plantation-based operations. Therefore, this study contributes to enriching the human resource management literature, particularly in the context of labor-intensive agribusiness organizations. Based on the research gap and practical problems identified above, this study aims to analyze the effect of workload on employee performance at PT. Suryabumi Agrolanggeng.

Table 1. Crude Palm Oil (CPO) production results of PT. Suryabumi Agrolanggeng 2019-2023

No	Years	Production Years (Ton)	Production Realization (Ton)	Percentage (%)
1	2019	48.891.750	31.424.079	64,3
2	2020	51.345.000	33.889.094	65,9
3	2021	54.190.500	45.833.325	84,6
4	2022	56.789.000	43.840.590	77,2
5	2023	52.875.000	45.309.515	85,7

As shown in Table 1, the Crude Palm Oil (CPO) production results from 2019 to 2023 did not meet the targets set for the period. In those five years, the company failed to meet the targets because in 2019 and 2020. the Covid-19 pandemic affected CPO production at PT. Suryabumi Agrolanggeng. Another reason for not achieving the production targets set by the company is the suppliers and the harvest yields, which were not very high. The targets set were always increasing and excessively large.

Table 2. Employee performance at PT. Suryabumi Agrolanggeng

No	Statement	Yes	No
1	The quality of work produced is good according to the employee's abilities	14	16
2	Employees complete several jobs according to the set targets.	12	18
3	Can complete a number of jobs according to the specified time	12	18
4	Employees use the cost budget well	22	8
5	Supervision is carried out routinely and comprehensively	19	11
6	Employees have good relationships with fellow coworkers	27	3

Based on Table 2, employee performance at PT. Suryabumi Agrolanggeng shows varied results across several indicators. The highest positive response was found in the statement that employees have good relationships with fellow coworkers, with 27 employees answering "Yes" and only 3 employees answering "No," indicating strong teamwork and interpersonal relationships within the organization. Furthermore, employees' ability to use the cost budget effectively received a positive response from 22 employees, suggesting good financial awareness in completing work tasks. Meanwhile, supervision activities were considered routine and comprehensive by 19 employees. However, several performance indicators still require improvement, particularly regarding work quality according to employees' abilities, where only 14 employees responded positively compared to 16 employees who responded negatively. Similarly, the completion of tasks according to targets and within the specified time received lower positive responses, with only 12 employees indicating agreement and 18 employees indicating otherwise. These findings suggest that although employees demonstrate good cooperation and resource management, improvements are needed in task achievement, productivity, and work efficiency to enhance overall employee performance.

Table 3. Workload of PT. Suryabumi Agrolanggeng

No	Statement	Yes	No
1	I do not mind the work assigned to me.	13	17
2	I have enough time to complete my work assignments	13	17
3	Employees can complete the work targets given	10	20

Based on Table 3, it is evident that there are issues with PT. Suryabumi Agrolanggeng, where employees feel that the workload assigned to them is excessive, they do not have enough time to complete their tasks, and they are unable to meet the work targets set. This is evident from the heavy workload of employees, which does not meet the company's expectations and causes a decline in PT performance. Suryabumi Agrolanggeng employees, impacting production results. This can be observed from the average activities of a job over a certain period. Workload can be seen from the physical and mental workload of employees, as well as the working hours implemented by the company. Based on the phenomena occurring in the company, the author is interested in conducting research titled "The Influence of Workload on Employee Performance at PT. Suryabumi Agrolanggeng."

2. Literature Review

[Kasmir \(2019\)](#) states that performance is the results of work and work behavior achieved in completing assigned tasks and responsibilities within a specific period. Mangkunegara, as quoted by [Juniarti \(2021\)](#), defines employee performance as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Meanwhile, according to Benardin and Russel, as quoted by [Juniarti \(2021\)](#), employee performance is the result generated by a specific job function or activity over a specific period of time. These work results are the result of the abilities, skills, and desires achieved by the employees.

From the various opinions above, it can be concluded that performance refers to the activities or results achieved by an individual in carrying out tasks assigned by the company to implement a program, activity, or policy for the sustainability of the organization. According to Mangkunegara, as quoted by [Budiasa \(2021\)](#), The factors influencing employee performance can be categorized into individual factors and organizational environmental factors. Individual factors are related to employees' psychological and physical conditions, where individuals with a high level of integrity between these aspects are able to maintain self-focus, manage their potential effectively, and perform their work optimally to achieve organizational goals. Meanwhile, organizational environmental factors refer to external conditions within the workplace that support employees in improving their performance. These factors include clear job descriptions, challenging work targets, effective communication, harmonious working relationships, a respectful and dynamic work climate, career development opportunities, adequate work facilities, and an appropriate workload. A balanced workload that aligns with employees' capabilities is particularly important because it helps maintain a proper relationship between job demands and individual capacity, thereby contributing to improved productivity and overall employee performance.

According to [Koesomowidjojo \(2017\)](#), workload is a collection or number of activities that an organization must complete within a specific timeframe. Essentially, effective workload allocation allows companies to determine the extent to which their employees can be given a maximum workload and its impact on their performance. Workload is an aspect that every company must consider. Measuring the level of workload encompasses two aspects: the amount of work and the pace of work. Both excessive and insufficient workloads are stress-inducing ([Tinambunan, Sipahutar, & Manik, 2022](#)). According to [Juru and Wellem \(2022\)](#), workload is defined as a working condition with a description of tasks that must be completed within a specific timeframe. According to [Mardiani and Khamdanah \(2022\)](#), workload is the number of activities assigned to employees that must be completed within a timeframe set by the company. The workload imposed on employees can be categorized into three conditions, a workload that meets the standards, a workload that is too high (over capacity), and a workload that is too low (under capacity) ([Hartono & Kusuma, 2020](#)).

A mismatched workload can create a gap between work and employees' capabilities. Excessive workloads can quickly fatigue employees, both physically and mentally 2025 ([Fariz, Setiadi, & Rahayu, 2025](#)). According to [Nabawi \(2019\)](#), workload is the process carried out by an individual in completing the tasks of a job or group of positions performed under normal conditions within a certain time period. From the above opinions, it can be concluded that workload is a collection of activities or tasks that must be completed by an employee within a certain time period. Workload includes not only tasks or responsibilities that are too heavy for a worker or employee but also workloads that are too light or disproportionate. Employee performance is one of the most important indicators of organizational success because it reflects the extent to which employees can achieve organizational goals by completing assigned tasks effectively and efficiently. Previous studies have suggested that employee performance is influenced by various organizational and individual factors, including workload, work environment, leadership, motivation, and compensation. Among these factors, workload has received considerable attention in human resource management. Theoretically, workload reflects the amount of work, time pressure, and responsibilities assigned to employees within a specific period. Workload that exceeds employees' capabilities may create physical and psychological fatigue, reduce concentration, and ultimately decrease work performance. Conversely, an appropriate workload may encourage employees to utilize their abilities optimally and improve their productivity.

Empirical studies have generally demonstrated the importance of workload in determining employee performance. [Almansyah, Hendrik, and Andi \(2023\)](#); [Fransiska and Tupti \(2020\)](#); [Musa and Surijadi \(2020\)](#); [Sihombing and Tinambunan \(2022\)](#); [Yanti, Roswaty, and Emilda \(2023\)](#) found that workload significantly affects employee performance. These studies indicate that the workload experienced by employees influences their ability to complete tasks, meet performance targets, and maintain work quality. However, the findings of previous studies have not been entirely consistent [Winoto and Perkasa \(2024\)](#) reported that workload had a positive but insignificant effect on employee performance. This inconsistency suggests that the influence of workload may vary depending on organizational characteristics, work systems, industrial sectors, and employees' working conditions. Therefore, further investigation is required to better understand the relationship between workload and employee performance in different organizational contexts.

In the palm oil plantation industry, employees often face demanding work conditions, strict production targets, long working hours, and physically intensive activities. Such conditions potentially increase the workload and may affect employee performance. Nevertheless, empirical evidence regarding workload and employee performance in plantation-based organizations remains limited. This creates a research gap that justifies further investigation. Based on the theoretical arguments and empirical evidence discussed above, it can be argued that workload plays an important role in determining employee performance. Therefore, this study proposes the following hypothesis:

- H_a : Workload significantly affects employee performance at PT. Suryabumi Agrolanggeng.
- H_o : Workload has no significant effect on employee performance at PT. Suryabumi Agrolanggeng.

3. Methodology

3.1 Research Design

According to [Sugiyono \(2019\)](#), Research can be classified into three main types, such as descriptive research, comparative research, and associative research. Descriptive research aims to determine the value or characteristics of one or more independent variables without comparing them with other variables or examining relationships between variables. Comparative research focuses on identifying differences by comparing similar variables across different samples, groups, or time periods. Meanwhile, associative research is designed to examine the relationships between two or more variables, particularly to determine the extent to which one variable is related to or influences another. These three types of research provide different approaches depending on the objectives and analytical needs of a study.

This study used associative research to determine the relationship between workload and work environment on employee performance at PT. Suryabumi Agrolanggeng. This research was conducted at PT. Suryabumi Agrolanggeng, Penukal Abab Lematang Ilir Regency. According to Sugiyono, a population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by the researcher to be studied and then concluded. The population used in this study was the employees of PT. Suryabumi Agrolanggeng, totaling 150 employees. A sample is a part of the number and characteristics of the population. The sample in this study is all employees, and with a population of 150. the sample size in this study is determined based on the Slovin formula with a margin of error of 10%. Slovin Formula:

$$n = \frac{N}{1+N(e^2)} \quad (1)$$

Where:

n = Total of sample

N = Total of population

Based on the calculation results using the Slovin formula, the number of samples was 60.

Table 4. Population and sample of PT. Suryabumi

No	Field	Population	Sample
1	Production	60	$(60/150) \times 60 = 24$
2	Human resources and general affairs	30	$(30/150) \times 60 = 12$

3	Chief assistant	6	$(6/150) \times 60 = 2$
4	Workshop	25	$(25/150) \times 60 = 10$
5	Laboratory	11	$(11/150) \times 60 = 4$
6	Scaling	18	$(18/150) \times 60 = 7$

Table 4 presents the population and sample distribution of employees at PT. Suryabumi across several organizational fields. The total population consists of 150 employees, which is proportionally distributed into a sample of 60 employees using a proportional sampling technique. The production field represents the largest group with 60 employees, from which 24 employees were selected as the sample. The human resources and general affairs field consists of 30 employees, with 12 employees included in the sample, followed by the workshop field with 25 employees and a sample of 10 employees. Meanwhile, the scaling field has 18 employees with 7 selected respondents, the laboratory field consists of 11 employees with 4 respondents, and the chief assistant field has 6 employees with 2 respondents. This distribution ensures that each field is represented proportionally according to its population size, allowing the research findings to reflect the overall characteristics of employees at PT. Suryabumi. Probability sampling is a sampling technique that gives each element (member) of the population an equal chance of being selected as a sample member. Cluster sampling was used. According to [Sugiyono \(2019\)](#), this technique is used to determine samples when the object of study or data source is very broad. For example, the population in one sub-district in this study is within the scope of a palm oil company.

3.2 Research Variables and Operational Definitions

This study employed two research variables: one independent and one dependent. The independent variable was workload (X), and the dependent variable was employee performance (Y). Workload refers to the number of tasks, responsibilities, and work targets that employees must complete within a specific period ([Koesomowidjojo, 2017](#)). Employee performance refers to the quality and quantity of work achieved by employees in carrying out their duties and responsibilities according to the organizational objectives ([Kasmir, 2019](#)). To ensure measurement accuracy, each variable was operationalized into measurable indicators as can be seen in Table 5.

Table 5. Operational Definition of Variables

Variables	Definition	Indicators	Measurement Items	Scale
Workload (X)	The amount of work and responsibilities that employees must complete within a specified time period.	Working Conditions	Employees understand work procedures and their job responsibilities.	Likert Scale (1–5)
		Use of Working Hours	Employees have adequate time to complete their assigned tasks and manage their working hours effectively.	Likert Scale (1–5)
		Targets to be Achieved	Employees can achieve the work targets assigned by the company.	Likert Scale (1–5)
Employee performance (Y)	The level of achievement of employees in carrying out tasks and responsibilities assigned by the company.	Quality	Employees perform work carefully and in accordance with company standards.	Likert Scale (1–5)
		Quantity	Employees complete their work according to the expected volume and targets.	Likert Scale (1–5)

		Time	Employees complete tasks within specified deadlines.	Likert Scale (1–5)
		Cost Effectiveness	Employees use organizational resources efficiently.	Likert Scale (1–5)
		Supervision	Employees perform work according to established procedures and supervision.	Likert Scale (1–5)
		Interpersonal Relationship	Employees maintain good relationships and cooperate with their colleagues.	Likert Scale (1–5)

The questionnaire employed a five-point Likert scale ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The indicators of workload were adapted from (Koesomowidjojo, 2017), while employee performance indicators were adapted from (Kasmir, 2019)

4. Results and Discussions

Validity was tested using the Corrected Item Total Correlation method, with the calculated r value represented by Cronbach's Alpha using SPSS V.26 software, with the testing criteria of the table value $r = n-2$, with $\alpha = 10\%$. If the calculated r value > table r value (0.3061), the instrument test results were considered valid. Conversely, if the calculated r value < table r value (0.3061), the instrument test results were considered invalid.

Table 6. Validity test results

Variables	Statement	Person Correlation	r table (n-2)	Results
Employee Performance	<i>Y.1</i>	0.683	0.3061	Valid
	<i>Y.2</i>	0.827	0.3061	Valid
	<i>Y.3</i>	0.793	0.3061	Valid
	<i>Y.4</i>	0.797	0.3061	Valid
	<i>Y.5</i>	0.758	0.3061	Valid
	<i>Y.6</i>	0.652	0.3061	Valid
Workload	<i>X_{J.1}</i>	0.818	0.3061	Valid
	<i>X_{J.2}</i>	0.881	0.3061	Valid
	<i>X_{J.3}</i>	0.740	0.3061	Valid
	<i>X_{J.4}</i>	0.660	0.3061	Valid
	<i>X_{J.5}</i>	0.545	0.3061	Valid
	<i>X_{J.6}</i>	0.815	0.3061	Valid

Table 6 shows the results of the overall variable data processing, indicating that all Pearson's correlation R-values were greater than the r-table value (0.3061). This means that all the statements are declared valid, and all the statements can be used as valid measurement tools in the subsequent analysis. Reliability testing can be conducted collectively on all items of the questionnaire. If the Cronbach's alpha value is ≥ 0.60 . then it is reliable. If the Cronbach's alpha value is < 0.60. then it is not reliable. Therefore, the reliability test results for each variable are as follows.

Table 7 Reability test results

No	Variables	Cronbach Alpha	Alpha Standard	Results
1	Employee performance (Y)	0.852	0.60	Reliable
2	Workload (X)	0.798	0.60	Reliable

Based on the reliability test presented in Table 7, all indicators used in each question item in this study

are considered reliable, as all indicators used have values > 0.60 . Therefore, it can be concluded that all indicators used in the Workload variable (X) and Employee Performance variable (Y) are declared reliable or can be trusted as measurement tools for the variables. General overview of respondents in this study includes respondent characteristics based on: gender, education, work department, and length of service. In this study, the author distributed 60 questionnaires to the respondents at PT. Suryabumi Agrolanggeng. Based on the respondents who answered the distributed questionnaires, data on respondents by gender are presented in the following Table 8.

Table 8 Respondent characteristics based on gender

No	Gender	Total	Percentage (%)
1	Male	47	78
2	Female	13	22
	Total	60	100

Table 8 shows that, generally, the employees of PT. Suryabumi Agrolanggeng who are male number 47 (78%), and female 13 (22%). This means that the characteristics of the respondents were based on gender at PT. Suryabumi Agrolanggeng are dominated by male employees because male employees can work with expertise and are physically more suitable for the palm oil processing company environment. Based on the employees' responses from the distributed questionnaires, data on the education of the respondent employees can be seen in the following Table 9.

Table 9. Characteristics of respondents based on education

No	Education	Total	Percentage (%)
1	SD	2	3.33
2	SMP	6	10
3	SMA/SMK	36	60
4	Diploma	7	11.67
6	S1	9	15
	Total	60	100

Based on Table 9, PT. Suryabumi Agrolanggeng employs employees with high school education (60%), bachelor's degree (11%), diploma (11.67%), junior high school (10%), and elementary school (3.33%). This means that PT. Suryabumi Agrolanggeng does not prioritize educational background but rather experience in fieldwork, processing, and maintenance in the factory. Based on the employees' responses from the distributed questionnaire, data on job fields can be seen in the following Table 10.

Table 10. Characteristics of respondents based on field of work

No	Field	Total	Percentage (%)
1	Production	24	40
2	HR and GA	12	20
3	Chief Assistant	2	3.33
4	Workshop	10	16.67
5	Laboratory	4	6.67
6	Scaling	7	11.67
	Total	60	100

Based on Table 10, 40% of PT. Suryabumi Agrolanggeng employees work in the Production department, 20% work in the HR & General department, and 16.67% work in the Workshop department. This means that PT. Suryabumi Agrolanggeng needs more employees in the Production or Factory department. This is due to the high volume of palm oil production in the factory area, which requires 24-hour supervision of the workforce, and the machines continue to operate for production without stopping unless they experience damage.

Table 11. Respondent characteristics based on length of service

No	Service Length	Total	Percentage (%)
1	<1 years	7	11.67
2	1-3 years	3	5
3	>3 years	50	83.33
	Total	60	100

Based on Table 11, it shows that generally PT. Suryabumi Agrolanggeng has most of its employees with a tenure of >3 years (83.33%), employees with a tenure of 1-3 years (5%), and employees with a tenure of <1 year (14%). This means that PT. Suryabumi Agrolanggeng has competent employees in their respective fields. Based on the employees' responses through the questionnaire distributed to the respondents, the following is the tabulation of the answers provided by the respondents to the statements and each variable. The respondents' answers regarding the employee performance variable can be seen in the Table 12.

Table 12. Respondents' answer results for employee performance variables

No	Statement	SS (%)	S (%)	N (%)	TS (%)	STS (%)	TOTAL (%)
1	Employees are able to complete assigned tasks well and carefully	1 1.6	6 1.6	27 45	23 38.4	3 5	60 100
2	Employee work results meet the quality standards set by the Company	1 1.6	8 13.4	19 31.7	29 48.3	3 5	60 100
3	Employees are able to complete the specified quantity(amount) of work	3 5	3 5	15 25	33 55	6 10	60 100
4	The quantity (amount) of work completed by employees in accordance with company regulations	5 8.4	1 1.6	19 31.6	30 50	5 8.4	60 100
5	Employees are able to complete work on time according to procedures	3 5	4 6.7	23 38.4	22 36.6	8 13.3	60 100
6	Employees feel that they have sufficient time to complete their work.	2 3.4	4 6.7	24 40	26 43.3	4 6.6	60 100

Table 12 presents the general responses of employees regarding their performance indicators. The findings indicate that most respondents provided negative responses across several statements, reflecting challenges in achieving optimal work performance. For the first statement, 43.4% of respondents selected disagree or strongly disagree, indicating that some employees still experience difficulties in completing assigned tasks carefully and accurately. Regarding the second statement, 53.3% of respondents disagreed or strongly disagreed, suggesting that many employees have not fully met the quality standards established by the company. The third statement received negative responses from 65% of respondents, indicating that employees still face challenges in completing the required volume of work. Similarly, the fourth statement showed that 58.4% of respondents disagreed or strongly disagreed, implying that employees have difficulties completing workloads in accordance with company regulations. Furthermore, 49.9% of respondents disagreed or strongly disagreed with the fifth statement, showing that some employees are still unable to complete tasks within the specified time according to procedures. Finally, the sixth statement was disagreed with by 49.9% of respondents, indicating that many employees perceive the available time for completing tasks as insufficient. Overall, these findings suggest that improvements are needed in task completion, work quality, productivity,

and time management to enhance employee performance at PT. Suryabumi. Based on the employees' responses to the indicators in the distributed questionnaire, the following data was obtained:

Tabel 13. Respondents' answer results for workload variable

No	Statement	SS (%)	S (%)	N (%)	TS (%)	STS (%)	TOTAL (%)
1	Employees do not mind completing additional work assigned	2 3.3	6 10	20 33.3	23 38.3	9 15	60 100
2	Employees are given work according to their portion	2 3.3	6 10	23 38.3	28 46.7	1 1.7	60 100
3	Employees use their time well to complete the work assigned to them.	2 3.3	5 8.3	13 21.7	36 60	4 6.7	60 100
4	Employees have sufficient rest time	3 5	4 6.7	15 25	35 58.3	3 5	60 100
5	Employees do not feel tired because of the large amount of work that must be completed	3 5	4 6.7	15 25	26 43.3	12 20	60 100
6	Employees do not mind achieving the targets that have been set for them	3 5	4 6.7	12 20	38 63.3	3 5	60 100

Table 13 presents the general responses of employees regarding workload and task-related conditions. The findings indicate that employees experience several challenges related to workload management, task demands, and target achievement. For the first statement, 53.3% of employees selected disagree or strongly disagree, while 33.3% selected neutral, indicating that many employees are reluctant to complete additional tasks assigned by the company. In the second statement, 48.4% of respondents disagreed or strongly disagreed, and 38.3% remained neutral, suggesting that many employees perceive the distribution of workloads as less balanced or unfair. Furthermore, the third statement received negative responses from 66.7% of employees, indicating that employees still face difficulties in managing their time effectively to complete assigned tasks.

The fourth statement showed that 63.3% of respondents disagreed or strongly disagreed, suggesting that employees feel they do not have sufficient rest time due to work demands. Similarly, the fifth statement received negative responses from 63.3% of respondents, indicating that employees experience fatigue caused by a high volume of work that must be completed within a limited period. Finally, the sixth statement showed that 68.3% of employees disagreed or strongly disagreed, implying that employees feel less motivated or reluctant to achieve the predetermined work targets. Overall, these results indicate that workload management, task distribution, work-life balance, and employee motivation require further attention to improve employee performance at PT. Suryabumi.

Tabel 14. Simple linear regression results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.364	1.110		2.129	.038
	X	.668	.092	.708	7.237	.000

a. Dependent Variable: Y

Table 14 shows that the multiple linear regression equation can be formulated as follows, $Y = 2.364 + 0.668X$ The constant value of 2.364 is positive, indicating that if the workload and work environment

are valued at zero, employee performance at PT. Suryabumi Agrolangeng will be 2.364. The workload coefficient value of 0.668 indicates that workload has a positive effect on employee performance. Because the workload is negative, a simple linear regression equation does not apply. The t-test examines the influence of each independent variable on the dependent variable.

Tabel 15. T-test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,364	1,110		2,129	,038
	Workload	,668	,092	,708	7,237	,000

a. Dependent Variable: Y

Table 15 shows the value at a significance level of $\alpha = 10\%$, $t_{table} = t(\alpha/2)(n-2) = t(0.1/2)(60-2) = t(0.1)(58)$ is 1.6715, which can be explained as follows: Based on the data analysis results, the calculated t value for workload is (7.237) > t table (1.6715) with a significance t value of (0.000) < (0.1). Therefore, H_0 is rejected and H_a is accepted, meaning there is a significant influence of workload on employee performance at PT. Suryabumi Agrolangeng.

Tabel 16. Results of the determination coefficient test

Model Summary				
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	,859 ^a	,738	,728	2,25228

$$\text{Adjusted R - Square} = 0.728 \times 100\% = 72,8\% \quad (2)$$

Table 16 shows an Adjusted R-Square value of 0.728, meaning that workload and work environment can explain changes in employee performance by 72.8%, and the remaining 27.2% is explained by other variables not included in this study. The findings of this study indicate that workload significantly affects employee performance at PT. Suryabumi Agrolangeng. This conclusion is supported by the t-test result showing that the calculated t-value (7.237) is higher than the t-table value (1.6715) with a significance value of 0.000. indicating that workload is an important determinant of employee performance in the company. Furthermore, the coefficient of determination reveals that workload explains 72.8% of the variation in employee performance, suggesting that workload is a dominant factor influencing employees' work outcomes.

From a theoretical perspective, these findings support the Human Resource Management theory proposed by Mangkunegara, as cited in [Budiasa \(2021\)](#), which states that workload is an organizational factor influencing employee performance. Employees who receive workloads that exceed their physical and psychological capacities tend to experience fatigue, stress, reduced concentration, and low motivation. Consequently, their ability to achieve organizational targets and maintain work quality decreases. Conversely, a workload balanced with employee capabilities can encourage productivity and improve performance outcomes.

The descriptive analysis further supports this interpretation. The majority of respondents disagreed with statements indicating that they had sufficient time to complete tasks, adequate rest periods, and reasonable work targets. Many employees also reported difficulties in managing their work demands and achieving assigned targets. These findings suggest that employees perceive the workload within the company as relatively high. Such conditions may reduce employees' effectiveness in completing tasks, maintaining work quality, and achieving the expected performance standards. The results can also be explained by the operational characteristics of palm oil plantations. Employees at PT. Suryabumi Agrolangeng are required to work under strict production targets and demanding operational schedules. The company's production data indicate that the production targets were not fully achieved

during the observed period. This condition may reflect the challenges employees face in balancing workload demands with available resources and working time. When workloads become excessive, employees may experience physical exhaustion and psychological pressure, which ultimately affects their performance.

The findings of this study are consistent with those of previous empirical studies [Musa and Surijadi \(2020\)](#) found that workload significantly affects employee performance, indicating that employees' ability to complete assigned responsibilities is strongly influenced by the amount of work they receive. Similar findings were reported by [R. W Almansyah, H Hendrik, and S. M. R Andi \(2023\)](#); [Fransiska and Tupti \(2020\)](#); [Musa and Surijadi \(2020\)](#); [Sihombing and Tinambunan \(2022\)](#); [Yanti, Roswaty, and Emilda \(2023\)](#) all of whom concluded that workload is a significant predictor of employee performance. The consistency between the present findings and those of previous studies strengthens the argument that workload remains an important factor affecting employee performance across various organizational contexts.

However, this study also provides additional insights beyond previous research. While earlier studies were generally conducted in public organizations, service institutions, or manufacturing sectors, this study focuses on the palm oil plantation industry, which has distinct operational characteristics. Employees in plantation-based companies face physically demanding work activities, production-oriented targets, and time-sensitive operational processes. Therefore, this study extends the existing literature by demonstrating that workload remains a critical factor influencing employee performance in agribusiness and plantation environments.

The findings imply that organizations should not only focus on increasing productivity through higher work targets but should also consider employees' capacities and the available working time. Effective workload management, including proportional task allocation, realistic performance targets, adequate rest periods, and periodic workload evaluations, is essential for maintaining employee performance and organizational effectiveness. Therefore, companies that seek to improve employee performance should regard workload management as a strategic component of their human resource management.

5. Conclusions

5.1 Conclusion

This study examined the effect of workload on employee performance at PT. Suryabumi Agrolanggeng. The findings reveal that workload significantly influences employee performance, indicating that excessive work demands may reduce employees' ability to achieve targets, maintain quality, and complete responsibilities effectively. The results support Human Resource Management theory by Mangkunegara and extend previous literature by validating the workload–performance relationship in the palm oil plantation industry. Practically, organizations should implement effective workload management through balanced task allocation, realistic targets, sufficient working time, and regular workload evaluations to improve employee performance and organizational effectiveness.

5.2 Research Limitations

Although this study provides empirical findings regarding the influence of workload on employee performance, several limitations must be acknowledged. First, this study only examined one independent variable, namely workload, in explaining employee performance. In reality, employee performance is influenced by various factors such as motivation, leadership, compensation, job satisfaction, organizational culture, and work environment. Second, this research was conducted in only one company, namely, PT. Suryabumi Agrolanggeng. Therefore, the research results may have limited generalizability when applied to other organizations or industries with different characteristics. Third, the data collection method used in this study relied on questionnaires that were distributed to respondents. This method may have limitations due to the possibility of subjective perceptions or biases in the respondents' answers.

5.3 Suggestions and Direction for Future Research

Based on the research results, several recommendations can be made for the management of PT. Suryabumi Agrolanggeng. First, companies should evaluate and reorganize the distribution of workload among employees so that tasks are assigned proportionally according to employees' abilities and job capacities. Second, management should provide clearer work targets accompanied by realistic time allocations so that employees can complete their tasks effectively without experiencing excessive work pressure. Third, companies should pay attention to employee rest time and work schedules to maintain employee health, work motivation, and productivity. Fourth, companies should conduct regular evaluations related to workload management through performance monitoring systems and employee feedback mechanisms.

Future researchers should expand the scope of research by including additional variables that may influence employee performance, such as motivation, work environment, leadership style, job satisfaction, and compensation. Future studies should use a larger sample size and involve multiple companies or industries to obtain more comprehensive and generalizable research findings. In addition, future research should consider using mixed-method approaches that combine quantitative and qualitative methods to obtain deeper insights into employee performance and workload management.

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