



THE EFFECT OF WORKLOAD AND WORK ENVIRONMENT ON WORK PERFORMANCE THROUGH WORK SPIRIT OF EMPLOYEES AT THE NATIONAL DISASTER MANAGEMENT AUTHORITY

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Abstract

This study aims to determine the influence of workload and work environment on work performance through mediation of work spirit at the National Disaster Management Authority. This research was conducted in August-December 2024. This research uses a quantitative approach using primary data collected through online questionnaires. The sampling technique in this study used probability sampling with a saturated sampling technique, considering employees who work in the field. Overall, the data obtained were 180 employees. The data analysis technique used in this study was Structural Equation Modelling (SEM) with SPSS 27 and Smart PLS 3 software. The results of the direct influence of this study indicate that workload has negative and insignificant results on work performance, work environment and work spirit have positive and significant results on work performance, then workload has negative and significant results on work spirit, while work environment has positive and significant results on work spirit. Furthermore, workload has negative and significant results on work performance through work spirit, and work environment has positive and significant results on work performance through work spirit.

Keywords: workload, work environment, work performance, work spirit

INTRODUCTION

Indonesia is demographically a disaster-prone region. Disasters that occur generally have detrimental impacts, such as loss of life. Thus, the National Disaster Management Authority coordinates the implementation of disaster management activities in a planned, integrated, and comprehensive manner.

As a government institution that directly provides services to the community, the National Disaster Management Authority must have good work-quality human resources. Good human resources will have an impact on one of the strategic targets of the National Disaster Management Authority, namely increasing the quality of Professional, Accountable and Transparent Disaster Management Governance.

Achieving organizational goals requires good management, especially human resources, because humans are the main capital in an organization planning, organizing, directing and moving factors. Optimizing limited human resources is a challenge for companies in the current digital era, and this situation causes many employees to be undedicated and loyal

to the company.

The work performance at the National Disaster Management Authority still has a low value based on the work performance target value, which includes quantity, quality, time and cost. Table 1.1 shows the results of the average value of work performance targets. Every government organization expects its employees' performance target value to be above 91 or very good. Although it has good results, it is still not optimal, so the researcher suspects there is a problem in the work performance assessment.

Table 1 Average Value of Work Performance

Year	Average Value of Work Performance
2020	82,14
2021	83,86
2022	83,66
2023	85,53

Source: Data processed by researchers (2024)



Based on several previous research results related to factors that influence work performance, the researcher again conducted a short survey distributed to 30 employees at the National Disaster Management Authority to determine which factors caused employee work performance not to reach maximum results.

The results of the pre-survey at the National Disaster Management Authority are as follows:

Table 2 Pre-Survey Results

Work performance				
No	Statement	Results		Total
		Agree	Disagree	
1	I know the job	18 (60%)	12 (40%)	30
2	I have skills related to the job	14 (47%)	16 (53%)	
3	I have the mental readiness to work	13 (43%)	17 (57%)	
4	I am physically able to work	20 (67%)	10 (33%)	
5	I can understand the goals of the organization	14 (47%)	16 (53%)	
6	I can create a conducive working atmosphere	10 (33%)	20 (67%)	
Percentage		49%	51%	100%
Workload				
No	Statement	Results		Total
		Agree	Disagree	
1	I do not have enough time to plan, monitor and evaluate my work	25 (83%)	5 (17%)	30
2	My job requires a lot of mental effort to carry out my work	17 (57%)	13 (43%)	
3	My job has a high level of psychological stress (physical risk, confusion, frustration)	20 (67%)	10 (33%)	
Percentage		69%	31%	100%
Work Environment				

No	Statement	Results		Total
		Agree	Disagree	
1	The working atmosphere is satisfying and supportive in working	14 (47%)	16 (53%)	30
2	Having a harmonious relationship with co-workers	17 (57%)	13 (43%)	
3	Having complete and modern work equipment	13 (43%)	17 (57%)	
Percentage		49%	51%	100%
Work Spirit				
No	Statement	Results		Total
		Agree	Disagree	
1	I am thorough and consistent in my work	10 (33%)	20 (67%)	30
2	I am proud of my work	14 (47%)	16 (53%)	
3	I am satisfied with my work	10 (33%)	20 (67%)	
4	I can adapt well to work	15 (50%)	15 (50%)	
5	I am responsible for my work	20 (67%)	10 (33%)	
Percentage		46%	54%	100%

Source: Data processed by researchers (2024)

The pre-survey results show that the level of work performance in the National Disaster Management Authority is not optimal. Employees who show they cannot perform at work, such as lacking skills and mental readiness, still need attention and organizational goals that all employees do not yet understand. So, this states that problems still occur with work performance.

The pre-survey results show that employees feel that the workload on their jobs is high. Due to the many disasters in Indonesia, most employees think they do not have enough time to plan, monitor, and evaluate their work.

The pre-survey results show that the office still does not support work facilities such as laptops, while employees must be ready at any time to carry out tasks or work outside of regular working hours. In addition, employees who go directly to the field when a disaster occurs feel that they lack health facilities. Although all employees already have health

insurance, facilities such as routine health checks for employees have never been carried out.

The pre-survey results show that it can be seen from the many employees who are less careful and consistent in working. Work enthusiasm shows a person's sincerity in carrying out the work given to him more diligently to obtain better work results or achievements. The attitude or behavior of employees who are less enthusiastic about working will reduce the assessment of work performance.

This research needs to be carried out because the strategic issues currently being faced by the National Disaster Management Authority in efforts to improve work performance will be achieved by providing appropriate employee workloads and a comfortable work environment so that it will have an impact on employee enthusiasm in working and it is hoped that their work performance will increase.

LITERATURE REVIEW

1. Work Performance

Armstrong (2010) explains that work performance is work performance management based on the principle of management using contracts or agreements, not commands. Therefore, work performance management is based on mutual agreement on goals, knowledge, skills, competency requirements, work plans, and the development of relevant human resources. In line with that, work performance is assessed as the level of success of a person in achieving employee work goals (Robbins et al., 2013).

2. Workload

This workload occurs due to work conditions with a description of tasks that must be completed within a specific time limit/the amount of work that must be carried out by a position (Handayani, 2022). In line with that, workload is the giving of excessive tasks at work so that it can cause tension in a person (Rasdani et al., 2018).

3. Work Environment

According to Robbins et al., (2016) the work environment is the totality of physical and social conditions in the workplace. In line with that, the work environment is the physical environment where employees work that affects their performance, safety and quality of work life (Heizer & Render, 2004).

4. Work Spirit

Work spirit is the attitude of workers to doing more work actively so that it is faster and better than expected and can be measured from the willingness to work together, compliance with the provisions in carrying out work, and punctuality in completing work (Anggreni et al., 2018). In line with that, Work spirit is a positive attitude of employees which is shown by an enthusiastic, cheerful, friendly attitude, and completing their work to completion (Robbins et al., 2013)

THEORETICAL FRAMEWORK

1. Workload on Work Performance

Previous researchers has examined the effect of the workload on work performance by showing that there is a significant

workload effect on work performance, such as researchers conducted by (Ahmad et al., 2019; Akca & Küçükoğlu, 2020; Ali, 2022; Laima et al., 2019; Yosiana et al., 2020). The increasing workload received by employees results in fatigue in working and a decline in their work performance (Ahmad et al., 2019).

2. Work Environment on Work Performance

Previous researchers has examined the effect of the work environment on work performance by showing that there is a significant work environment effect on work performance, such as researchers conducted by (Akca & Küçükoğlu, 2020; Badrianto & Ekhsan, 2020; Pawirosumarto et al., 2017; Tasman et al., 2021; Yosiana et al., 2020). Suppose employees like the work environment in which they work. In that case, the employees will feel comfortable carrying out their activities so that working time will be more effective and improve employee work performance (Badrianto & Ekhsan, 2020).

3. Work Spirit on Work Performance

Previous research has examined the effect of the work spirit on work performance by showing that there is a significant work spirit effect on work performance, such as researchers conducted by (Agussalim et al., 2023; Anggreni et al., 2018; Azliani et al., 2022; Hidayatullah et al., 2021; Putra et al., 2023). Work spirit is a person's feeling that reflects the desire and sincerity to work harder and better and be disciplined to achieve optimal work performance (Agussalim et al., 2023).

4. Workload on Work Spirit

Previous researchers has examined the effect of the workload on work spirit by showing that there is a significant workload effect on work spirit, such as researchers conducted by (Anggreni et al., 2018; S. Hermawan, 2023; Khabibah et al., 2023; Nabilla & Fu'ad, 2022; S. P. Robbins et al., 2016). Khabibah et al., (2023) explained that too many tasks experienced by employees but not by their skills, time provided, and physical condition will have a negative impact on their work spirit.

5. Work Environment on Work Spirit

Previous researchers has examined the effect of the work environment on work spirit by showing that there is a significant work environment effect on work spirit, such as researchers conducted by (Anggreni et al., 2018; Azliani et al., 2022; E. Hermawan, 2021; S. Hermawan, 2023; Setiyani et al., 2019). The work environment is one of the factors around employees that can influence someone to feel safe, comfortable, and satisfied in carrying out and completing the work given (E. Hermawan, 2021).

6. Workload on Work Performance through Work Spirit

Previous researchers has examined the effect of the workload on work performance through work spirit by showing that there is a significant workload effect on work performance through work spirit, such as researchers conducted by (Ahmad et al., 2019; Akca & Küçükoğlu, 2020; Azliani et al., 2022;

Laima et al., 2019; Rizal, 2020). High workloads, but not accompanied by increased employee capacity, can reduce work enthusiasm. Therefore, the management of an organization must be able to manage it well so that employee work enthusiasm is maintained, maintained, and improved to achieve organizational goals (Azliani et al., 2022).

7. Work Environment on Work Performance through Work Spirit

Previous researchers has examined the effect of the work environment on work performance through work spirit by showing that there is a significant work environment effect on work performance through work spirit, such as researchers conducted by (Anggreni et al., 2018; Azliani et al., 2022; Lestari et al., 2020; Priyono & Sunda Ariana, 2017). Anggreni et al., (2018) found that the work environment positively and significantly impacts employee work spirit, increasing work performance.

Hypothesis

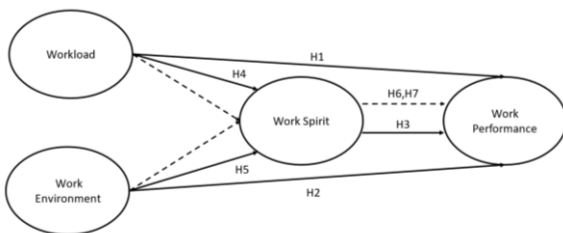


Figure 1 Theoretical Framework of the Research Model
Source: Data processed by researchers (2024)

From the theoretical framework of Figure 1, the following 7 hypotheses will be tested:

- H₁: workload has a significant effect on work performance.
- H₂: work environment has a significant effect on work performance.
- H₃: work spirit has a significant effect on work performance.
- H₄: workload has a significant effect on work spirit.
- H₅: work environment has a significant effect on work spirit.
- H₆: workload has a significant effect on work performance through work spirit.
- H₇: work environment has a significant effect on work performance through work spirit.

RESEARCH METHODS

1. Population and Sample

This research is quantitative research using primary data. The sample in this research is 180 respondents. This study used a probability sampling technique with saturated sampling. The questionnaires were distributed through online questionnaires on the National Disaster Management Authority.

This study also used a descriptive test with characteristics as follows:

- a. Sex
- b. Age
- c. Employment status
- d. Marital status

- e. Educational status

Data in this study were collected using closed questions with a five point likert scale as a measurement.

2. Questionnaire Development

This study uses two independent variables: workload and work environment. The Intervening variable: work spirit, and then work performance as the dependent variable, as follow:

3. Work Performance

Work performance variable is measured using 10 indicators adapted from research (Sutrisno, 2016).

4. Workload

Workload variable is measured using 10 indicators adapted from research (Zaki & Marzolina, 2016).

5. Work Environment

Work environment variable is measured using eight indicators adapted from research (Sedarmayanti, 2010)

6. Work Spirit

Work spirit variable is measured using six indicators adapted from research (Khabibah et al., 2023).

The data analysis technique used to test this research is the SEM-PLS (structural equation modeling-partial least square) method. Therefore, the model used in this research is a causal model of relationships and influences, also called path analysis. In data analysis, researchers used the SMARTPLS 3.0 program, which included three stages: outer model analysis, inner model analysis, and hypothesis testing (Hair Jr et al., 2017).

Table 3 Respondent Profile

Respondent Profile		Frequency	Percent
Sex	Male	125	69.4
	Female	55	30.6
Age	17-20 Years	1	0.6
	21-24 Years	13	7.2
	25-29 Years	25	13.9
	30-34 Years	32	17.8
	35-39 Years	42	23.3
	40-44 Years	39	21.7
	45-49 Years	15	8.3
	>50 Years	13	7.2
Employment Status	Civil Servant	180	100
Marital Status	Not yet married	44	24.4
	Married	132	73.3
	Divorced	3	1.7

	Spouse Dies	1	0.6
Education Status	< Senior High School	2	1.1
	Senior High School	7	3.9
	Undergraduate	148	82.2
	Postgraduate	23	12.8
	Total	180	100

Source: Data processed by researchers (2024)

From the results of Table 3 of the respondents profile, the results of the descriptive test of the respondents stated that 180 respondents had filled out the questionnaire in this study. So that in this case, the researcher could make conclusions in the descriptive test as follows: 125 respondents mainly were filled with male respondents (69.4%), more respondents aged between 35-39 years were 42 respondents (23.3%), as many as 180 respondents were all civil servants (100%), more respondents who were married were 132 respondents (73.3%). Furthermore, more respondents undergraduate education 148 respondents (82.2%).

RESULTS

After collecting data from online questionnaires, the subjects in this study were civil servants at the National Disaster Management Authority. This study tests the validity, reliability, and hypothesis testing. Table 4 shows the validity test results, all indicators obtained a outer loadings value above 0.5 (Hair et al., 2017), so they were declared valid. However, two indicators have outer loadings values below 0.5, so they must be dropped. Meanwhile, the reliability test results for all variables obtained Cronbach alpha values above 0.6, so they were declared reliable.

Table 4 Validity and Reliability Test Results

Work Performance		Outer Loadings	Cronbach Alpha
			0.928
PK1	Employees complete their work well	0.736	
PK10	Employee attendance percentage is 85%	0.707	
PK2	Employees receive individual awards for their work	0.847	
PK3	Employees do their jobs without being told to	0.826	
PK4	Employees find their own solutions when there are problems	0.837	

PK5	Employees can implement superior instructions	0.815	
PK6	Employees do not ask many questions while working	0.644	
PK7	Employees are enthusiastic about working	0.802	
PK8	Employees think positively about doing their work	0.773	
PK9	Employees arrive on time for work	0.801	
Workload		Outer Loading	Cronbach Alpha
			0.878
BK1	I have too much work to do	0,587	
BK10	Too much workload can result in suboptimal work results	0,774	
BK4	I finish work quickly	0,644	
BK5	Too much and the same work makes me bored	0,730	
BK6	I am tired of having to be friendly every day	0,711	
BK7	The lack of employees in the field makes my workload high	0,793	
BK8	This work is too much for me	0,773	
BK9	The amount of work that must be completed makes the quality of work poor	0,790	
Work Environment		Outer Loadings	Cronbach Alpha
			0.943
LK1	In my opinion, the supporting facilities for work in the field are good	0,820	
LK2	In my opinion, the operational vehicle facilities are good	0,868	
LK3	In my opinion, the health service facilities provided for staff are good	0,790	
LK4	In my opinion, public facilities to support the physical health of staff, such as sports facilities are good	0,879	

LK5	In my opinion, the working environment in the field is pleasant	0,882	
LK6	In my opinion, the atmosphere in the field is not as scary as what other people say	0,897	
LK7	In my opinion, communication between employees is good	0,785	
LK8	In my opinion, the relationship between employees and superiors is good	0,848	
Work Spirit		Outer Loadings	Cronbach Alpa
			0.886
SK1	I obey the rules that apply in the workplace	0,801	
SK2	I am excited to go to the office	0,802	
SK3	I enjoy the work that I do	0,703	
SK4	The comfort of the working conditions in my workplace is adequate	0,828	

SK5	I am happy with the work that is currently being done	0,810	
SK6	I do my work attentively without complaining	0,846	

Source: Data processed by researchers (2024).

In this research, the researcher tested the hypothesis using SMARTPLS software, Figure 2 shows the PLS model of this research. As follows:



Figure 2 SMARTPLS Model

Source: Data processed by researchers (2024).

Table 5 shows the significance level of the hypothesis can be accepted if the t-statistics value is more than 1.960 or the probability value is < 0.05. As follows:

Table 5 Hypothesis Tests Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload -> Work Performance	-0,016	-0,017	0,014	1,184	0,237
Work Environment -> Work Performance	0,179	0,174	0,032	5,556	0,000
Work Spirit -> Work Performance	0,831	0,835	0,030	27,984	0,000
Workload -> Work Spirit	-0,099	-0,105	0,040	2,465	0,014
Work Environment -> Work Spirit	0,802	0,794	0,047	17,048	0,000
Workload -> Work Spirit -> Work Performance	-0,082	-0,088	0,034	2,416	0,016
Work Environment -> Work Spirit -> Work Performance	0,667	0,663	0,037	18,001	0,000

Source: Data processed by researchers (2024).
The following is an explanation from Table 5:

H₁: The results of the data analysis test show that workload on work performance obtains an original sample -0.016, T statistics 1.184, and P values 0.245, so there is a negative and

insignificant relationship between workload on work performance at the National Disaster Management Authority.

H₂: The results of the data analysis test show that work environment on work performance obtains an original sample 0.179, T statistics 5.556, and P values 0.000, so there is a positive and significant relationship between work

environment on work performance at the National Disaster Management Authority.

H₃: The results of the data analysis test show that work spirit on work performance obtains an original sample 0.831, T statistics 27.984, and P values 0.000, so there is a positive and significant relationship between work spirit on work performance at the National Disaster Management Authority.

H₄: The results of the data analysis test show that workload on work spirit obtains an original sample -0.099, T statistics 2.456, and P values 0.014, so there is a negative and significant relationship between workload on work spirit at the National Disaster Management Authority.

H₅: The results of the data analysis test show that work environment on work spirit obtains an original sample 0.802, T statistics 17.048, and P values 0.000, so there is a positive and significant relationship between work environment on work spirit at the National Disaster Management Authority.

H₆: The results of the data analysis test show that workload on work performance through work spirit obtains an original sample -0.082, T statistics 2.416, and P values 0.016, so there is a negative and significant relationship between workload on work performance through work spirit at the National Disaster Management Authority.

H₇: The results of the data analysis test show that work environment on work performance through work spirit obtains an original sample 0.667, T statistics 18.001, and P values 0.000, so there is a positive and significant relationship between work environment on work performance through work spirit at the National Disaster Management Authority.

DISCUSSION

The first hypothesis states that the employees have a conscience of a helping soul in every task given to the victims of natural disasters. Employees conveyed when they received training before serving, which stated that they were ready to serve the nation and state. So, this condition is what makes them not prioritize work performance in working. As much as possible, the employees complete their work well and according to standard operating procedures. This hypothesis supported by research conducted (Anwar, 2021; Johari et al., 2019; Omolayo & Omole, 2013), which states that workload has a negative and insignificant effect on work performance.

The second hypothesis states that a good work environment or facilities are indeed needed to improve the work performance of Nasional Disaster Management Authority employees. Good and sufficient facilities to carry out the evacuation process for disaster victims are very helpful because the evacuation process requires a short time and the need for facilities that are in accordance with standard operating procedures. This hypothesis supported by research conducted (Badrianto & Ekhsan, 2020; Pawirosumarto et al., 2017; Tasman et al., 2021; Yosiana et al., 2020) which states that work environment has a positive and significant effect on work performance.

The third hypothesis states that the positive work spirit of employees in working, they will have a sense of will, passion, discipline and responsibility towards their work so that they will be serious in carrying out their work and produce better jobs than before. This hypothesis is supported by research conducted (Agussalim et al., 2023; Anggreni et al., 2018; Hidayatullah et al., 2021; Putra et al., 2023) which states that work spirit has a positive and significant effect on work performance.

The fourth hypothesis states agencies need to provide a workload that is in accordance with the abilities of employees so that, employees can give their best abilities to complete the tasks given with discipline and responsibility. This hypothesis is supported by research conducted (Anggreni et al., 2018; S. Hermawan, 2023; Khabibah et al., 2023; Nabilla & Fu'ad, 2022; S. P. Robbins et al., 2016) which states that workload has a negative and significant effect on work spirit.

The fifth hypothesis states that National Disaster Management Authority employees working in the field need a conducive environment in the form of direct, indirect, and non-physical physical environments, so that it increases their work enthusiasm. The stressful work of helping disaster victims needs facilities that meet to work quickly in the evacuation process. This hypothesis is supported by research conducted (Anggreni et al., 2018; Azliani et al., 2022; E. Hermawan, 2021; S. Hermawan, 2023; Setiyani et al., 2019) which states that work environment has a positive and significant effect on work spirit.

The sixth hypothesis states that During the very fast and stressful evacuation process for disaster victims, the excessive workload makes employees tired while working because there are too many disaster victims who need to be evacuated quickly. In reality, the National Disaster Management Authority lacks staff in the field, and they feel uncomfortable working, which will indirectly reduce their work results. This hypothesis is supported by research conducted (Ahmad et al., 2019; Akca & Küçükoğlu, 2020; Laima et al., 2019; Rizal, 2020) which states that workload has a negative and significant effect on work performance through work spirit.

The seventh hypothesis states that in carrying out work in the field, employees need facilities that meet the needs for evacuation in the field because the process must be carried out at full speed and pressure. Employees will have an impact on their work spirit if the facilities needed do not meet the standard operating procedures and make them work with fear and not focus on worrying about their safety without thinking about the results of their work. This hypothesis is supported by research conducted (Anggreni et al., 2018; Azliani et al., 2022; Lestari et al., 2020; Priyono & Sunda Ariana, 2017) which states that work environment has a positive and significant effect on work performance through work spirit.

CONCLUSION

From the previous results, it can be concluded that the six hypotheses are accepted while one hypotheses are rejected, as follows:

- a. Workload has a negative and insignificant effect on work performance, that if the workload given is too much, it is not certain that work performance will decline.
- b. Work environment has a positive and significant effect on work performance, a good work environment will have an impact on increasing the work performance of the employee.
- c. Work spirit has a positive and significant effect on work performance, a good employee work spirit will have an impact on increasing the work performance of the employee.
- d. Workload has a negative and significant effect on work spirit, an employees who are given excessive workloads will have an impact on decreasing the work spirit of these employees.
- e. Work environment has a positive and significant effect on work spirit, a good environment will increase the work spirit of the employees.
- f. Workload has a negative and significant effect on work performance through work spirit, the greater the workload given to employees, the more it will have an indirect impact on decreasing work performance through the employee's work spirit.
- g. Work environment has a positive and significant effect on work performance through work spirit, the better the work environment provided by the Authority, the more it will influence the increase in work performance through the work enthusiasm of the employees.

RECOMMENDATION

From the results described earlier, this study has several recommendations given to the National Disaster Management Authority, as follows:

- a. Employees ask a lot of questions while working in the field. This is done so that they do not take the wrong steps in the evacuation actions carried out by superiors. However, the agency needs to provide a policy to make decisions with employees in the field if the action must be taken quickly and is constrained by communication with superiors but must still be in accordance with the standard operating procedures provided by the agency.
- b. Employees face stressful work during disaster evacuation and they must remain friendly to the disaster victims, even though their mental state is not good. Agencies need to make changes to the required holiday schedule for employees. No need to be forced to finish the work until everything has ended with the same team members, but to roll with a new team that is still physically and mentally good.
- c. Employees still need good health services while working in the field, even though they have health insurance BPJS. Therefore, the agency needs to provide doctors who continue to monitor the activities of employees and handle employees to check the physical and mental of employees every

day, and if necessary, provide vitamin supplement drugs to strengthen their physical health at work.

- d. Employees do not enjoy the work they do in the field. However, when evacuating disaster victims, they feel worried about themselves. So, the agency needs to provide mental training to employees before doing work in the field. With their flight hours who are used to facing problems in the field will get used to their mentality and reduce their worries.

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