

Analysis of the influence of workload, work motivation, and work environment on the performance of production employees in the manufacturing sector at Cv.Restu Ibu, Sukoharjo Regency

Ainun Nandini¹, Zandra Dwanita Widodo², Atik Lusia³

^{1,2,3}Departement of Management, Faculty of Economics and Business, Tunas Pembangunan University, Indonesia

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ABSTRACT

This study aims to analyze the influence of work load, work motivation, and work environment on the performance of production employees in the manufacturing sector at Cv.Restu Ibu in Sukoharjo Regency. This study uses a quantitative method with data collection techniques using questionnaires with characteristics (Purposive Sampling) of permanent production employees with at least one year of work experience by distributing questionnaires to 75 employees. The hypothesis testing used in this study is a descriptive analysis technique using SPSS version 27 for Windows software. The results of this study indicate that 1) Workload has a negative and significant effect on the performance of employees at CV. Restu Ibu Kabupaten Sukoharjo. 2) Work motivation has a positive effect but does not significantly affect the performance of employees at CV. Restu Ibu in Sukoharjo Regency. 3) Work environment has a positive and significant effect on the performance of employees at Cv. Restu Ibu in Sukoharjo Regency. 4) Workload, work motivation, and work environment together have a significant effect on the performance of employees at Cv. Restu Ibu in Sukoharjo Regency. The coefficient of determination (Adjusted R²) value of 0.231 shows that 23.1% of employee performance variables can be explained by workload, work motivation, and work environment. These findings indicate that the key to improving performance at Cv. Restu Ibu lies in good human resource management, a balanced workload, good work motivation through periodic evaluations, and a supportive work environment.

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Corresponding Author:

Ainun Nandini,
Departement of Management,
Faculty of Economics and Business,
Tunas Pembangunan University,
Jl. Walanda Maramis No. 31, Nusukan, Banjarsari District, Surakarta City, Central Java, Indonesia
Email: ainunnandini@gmail.com

1. INTRODUCTION

The increasingly fierce competition in the business world requires companies to have highly qualified human resources. Human resource management is a factor that needs to be considered in improving the quality of company performance so that the vision, mission, and objectives of both private and state- owned companies can be achieved. Therefore, companies must focus more on strengthening the quality of their human resources so that they can work efficiently and in accordance with established operational standards(Noviana & Ayuningtyas, 2024). The quality of human resources

can be achieved in several ways, including through training and performance evaluations (Lotu et al., 2022).

According to Adelia et al. (2024) the manufacturing industry plays a crucial role in the global economy. BPS data shows that manufacturing's contribution to GDP reached 17.39 percent, an increase of 0.47 percent from the previous quarter. Manufacturing's contribution to economic growth reached 1.13 percent. This means that the manufacturing industry sector is the main driver that provides significant added value in strengthening the national economic structure.

According to Widodo et al. (2023) human resources are a fundamental requirement for companies to develop and strengthen their organizations. The main factor in facing intense global competition is optimizing workforce talent. An individual's performance is influenced by various factors, including workload, motivation, and work environment. According to Nugroho (2021), workload is the amount of tasks, both physical and mental, that are the responsibility of each employee. Workload is a process or activity that is heavy and can cause stress for individuals. Boredom can occur if an employee's skills exceed what the job requires (Nasikah & Fauzi Achmad, 2024).

Every employee experiences fatigue and boredom when carrying out their daily work routines. Motivation is necessary so that employees can work well even when they are tired and bored. According to (Nasikah & Fauzi Achmad, 2024) motivation is often defined as the force that drives individuals to perform tasks in a series of behaviors, taking into account their goals, intensity, and persistence in achieving the desired results. Andi Irfan et al. (2023) define motivation as an internal drive that causes people to do something or try to fulfill their needs. The right motivation can arouse enthusiasm, willingness, and sincerity in employees at work (Mardianty et al., 2023). Providing incentives for high-performing employees is an example of motivation provided by companies so that employees can work to their full potential (Bina et al., 2022). The work environment within an organization is an important factor to consider in ensuring that employees feel comfortable at work, and it directly affects the improvement of employee performance (Nasikah & Fauzi Achmad, 2024).

Cv. Restu Ibu, located in Tegalsari, Bulakan, Sukoharjo District, Sukoharjo Regency, Central Java, 57551, Indonesia, is a private company engaged in the clothing manufacturing industry. Based on the results of the preliminary survey, the author interviewed an employee who was present at Cv. Restu Ibu at the time and found that the employees of Cv. Restu Ibu, such as employees being dissatisfied with the workload assigned by the company, excessive work demands without considering employee complaints, and the lack of positive morale, which resulted in a heavy workload and employees often being required to work overtime due to a shortage of manpower or to meet targets without adequate rest time. This causes employees to become exhausted in completing their work and reduces their work capacity and physical endurance, thereby lowering their performance quality, making them more prone to errors in the production process and decreasing their motivation to work. Beyond the interview data collected, the researchers found several reviews obtained from Google Maps. There is evidence in the field that the hours given by the company are too long and delayed. With this phenomenon, it is important that human resources in the company are always maintained to their maximum potential and given special attention in order to improve their abilities so that the company's goals can be achieved (Widodo et al., 2022).

In a previous study by Bayu Setyawan (2024), examining the influence of work motivation and work environment on the performance of employees at CV Restu Ibu Garment in Sukoharjo, it was found that the performance of CV Restu Ibu Garment employees in Sukoharjo was positively and significantly influenced by work motivation. Similarly, the work environment and work motivation have a positive and significant impact on employee performance at Cv. Restu Ibu Garment in Sukoharjo. Thus, there is a gap in research related to the mechanism of the workload variable felt by Cv. Restu Ibu employees in influencing employee performance. Meanwhile, in a previous study Yuyun et al. (2024) that examined the effect of workload and work stress on employee performance. It shows that workload has a significant negative effect on employee performance. Thus, there is a gap in this research, which focuses more on the performance of all employees without focusing on one department. This study aims to fill this gap by measuring the performance of production employees to obtain more in-depth results.

Many studies measure employee performance in various departments. Special attention to production is very important, because their work has different characteristics (e.g., dominated by physical work, strict quantitative targets, physical/machine work environment) compared to administration or marketing. This study aims to fill the gap by using the same research object, but with a novelty that focuses on production workers.

2. RESEARCH METHOD

The research method used a descriptive quantitative approach applied at Cv. Restu Ibu in Sukoharjo Regency, located in Tegalsari, Bulakan, Sukoharjo District, Sukoharjo Regency, Central Java, 57551, Indonesia. The purpose of this study was to analyze the influence of workload, work motivation, and work environment on the performance of production employees in the manufacturing sector at Cv. Restu Ibu in Sukoharjo Regency. This study uses three independent variables, namely Workload (X1), Work Motivation (X2), and Work Environment (X3), as well as one dependent variable, namely Employee Performance (Y). The operational definitions of each variable are determined based on theoretical indicators according to experts, such as Workload measured through Task Demands, Effort, and Performance (Sari & Hasyim, 2022), and Work Motivation measured through Abraham Maslow's Theory, as cited in Kosali et al. (2024) Work motivation indicators include: Physiological Needs, Safety Needs, Social Needs, Esteem Needs, Self-Actualization Needs, and Work Environment measured through Lighting, Temperature/Air, Noise, Decoration or Layout, and Employee Relations (Handiwijaya & Ahmad, 2023). Meanwhile, employee performance is measured through quality obtained, quantity obtained, working hours, and collaboration (Handiwijaya & Ahmad, 2023). The population of this study was all 300 employees of CV Restu Ibu. The sampling method used in this study was *purposive sampling* with characteristics including permanent production employees with at least one year of work experience, with a sample of 75 production employees. The data used consisted of primary data obtained through a questionnaire with a 1-5 *Likert* scale and direct observation, as well as secondary data obtained through library literature and other relevant documents. The research instrument was tested using a validity test with Pearson's correlation and a reliability test using *Cronbach's Alpha* through SPSS software version 27. Classical assumption tests were conducted using normality tests, heteroscedasticity tests, multicollinearity tests, and hypothesis testing was performed using multiple linear regression tests. The t-test was used to assess the significance of each independent variable on the dependent variable through partial regression coefficients, the F-test to determine whether the entire set of independent variables had a simultaneous effect on the dependent variable, and the Coefficient of Determination (R²) test to measure the extent to which the independent variables explained the variation in the dependent variable.

3. RESULTS AND DISCUSSIONS

Research Instrument Analysis

Validity Test

Validity testing is used to test instruments in research to measure whether a research instrument is valid or not. In this study, the r-table value of 75 respondents was 0.2272. The following table shows the results of the validity test of the three variables used by the researcher in this study:

Question Item	Person Correlation	Sig (2-tailed)	r-table	Description
X3.1	0,534	0,001	0,2272	VALID
X3.2	0,691	0,001	0,2272	VALID
X3.3	0,408	0,001	0,2272	VALID
X3.4	0,641	0,001	0,2272	VALID
X3.5	0,621	0,001	0,2272	VALID
X3.6	0,694	0,001	0,2272	VALID

Source: Primary data processed, 2026

Table 2. Results of Work Motivation Validity Test

Question Item	Person Correlation	Sig (2-tailed)	r-table	Description
X3.1	0,766	0,001	0,2272	VALID
X3.2	0,790	0,001	0,2272	VALID
X3.3	0,756	0,001	0,2272	VALID
X3.4	0,755	0,001	0,2272	VALID
X3.5	0,506	0,001	0,2272	VALID
X3.6	0,311	0,001	0,2272	VALID
X3.7	0,527	0,001	0,2272	VALID
X3.8	0,642	0,001	0,2272	VALID
X3.9	0,241	0,001	0,2272	VALID
X3.10	0,649	0,001	0,2272	VALID

Source: Primary data processed, 2026

Table 3. Environmental Validity Test Result

Question Item	Person Correlation	Sig (2-tailed)	r-table	Description
X3.1	0,405	0,001	0,2272	VALID
X3.2	0,334	0,001	0,2272	VALID
X3.3	0,850	0,001	0,2272	VALID
X3.4	0,682	0,001	0,2272	VALID
X3.5	0,775	0,001	0,2272	VALID
X3.6	0,789	0,001	0,2272	VALID
X3.7	0,666	0,001	0,2272	VALID
X3.8	0,613	0,001	0,2272	VALID
X3.9	0,499	0,001	0,2272	VALID
X3.10	0,489	0,001	0,2272	VALID

Source: Primary data processed, 2026

Table 4. Employee Performance Validity Test Result

Question Item	Person Correlation	Sig (2-tailed)	r-table	Description
X3.1	0,678	0,001	0,2272	VALID
X3.2	0,709	0,001	0,2272	VALID
X3.3	0,691	0,001	0,2272	VALID
X3.4	0,707	0,001	0,2272	VALID

Source: Primary data processed, 2026

Based on the table above, it shows that Workload, Work Motivation, Work Environment, and Employee Performance have valid criteria for all items of the questionnaire distributed to 75 respondents. This can be seen from the calculation results where r calculated $>$ r table (0.2272) and the significance value is less than 0.05. Thus, it can be concluded that each question instrument from the four variables is suitable for use as a research variable.

Reliability Test

The reliability test serves to assess the extent to which respondents' responses are consistent when using the instrument. The technique used in this study is the *Cronbach's alpha* technique, which has a value $>$ 0.060. The following are the results of the reliability test in this study:

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Description
Workload	0,638	Reliable
Work Motivation	0,816	Reliable
Work Environment	0,830	Reliable
Employee Performance	0,636	Reliable

Source: Primary data processed, 2026

Thus, it can be concluded that the questions in this questionnaire are reliable because they have a Cronbach's alpha value $>$ 0.060. This means that all questions in this study are reliable and can be used in subsequent studies.

Classical Assumption Test Normality Test

Table 6. Normality Test Result
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.46201539
Most Extreme Differences	Absolute	.086
	Positive	.080
	Negative	-.086
Test Statistic		.086
Asymp. Sig. (2-tailed) ^c		.200 ^d

Source: Primary data processed, 2026

Based on Table 6 above, it shows that the significance value in the relationship between variable X and Y is $0.200 > 0.05$. Thus, it can be concluded that the tested data is normally distributed.

Heteroscedasticity Test

Table 7. Heteroscedasticity Test Result

Variable	Significance	Description
Workload (X1)	0,362	Not Present heteroscedasticity
Work Motivation (X2)	0,676	Not Present heteroscedasticity
Work Environment (X3)	0,412	Not Present heteroscedasticity

Source: Primary data processed, 2026

Based on Table 7 above, it shows that the significance value of the Workload variable is 0.362, Work Motivation is 0.676, and Work Environment is 0.412. All three variables show values > 0.05 . This indicates that there is no heteroscedasticity.

Multicollinearity Test

Table 8. Multicollinearity Test Result

Independent Variables	Collinearity Statistics		
	Tolerance	VIF	Description
Workload (X1)	0,996	1,004	Not Multicollinearity
Work Motivation (X2)	0,578	1,730	Not Multicollinearity
Work Environment (X3)	0,577	1,734	Not Multicollinearity

Source: Primary data processed, 2026

Based on Table 8 above, It can be concluded that in this study there is no multicollinearity because the VIF values of Workload, Work Motivation, and Work Environment are < 10 and the tolerance values are > 0.1 .

Hypothesis Testing Multiple Linear Regression Analysis

Table 9. Multiple Linear Regression Analysis Results

Model		Coefficients ^a				T	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	16.624	.818			20.312	.000
	Workload	-.094	.027	-.356		-3.476	.001
	Work Motivation	.012	.018	.095		.697	.488
	Work Environment	.049	.020	.333		2.444	.017

Source: Primary data processed, 2026

Based on Table 9 above, the following regression equation can be obtained:

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$$Y = 16.624 - 0.094 X_1 + 0.012 X_2 + 0.049 X_3$$

- The constant value (a) of 16.624 means that without the variables of Workload, Work Motivation, and Work Environment, the performance value of employees at Cv. Restu Ibu in Sukoharjo Regency would still be 16.624.
- b_1 is -0.094 (the regression coefficient value of X_1), indicating that the Workload variable has a negative effect on the performance of employees at Cv. Restu Ibu in Sukoharjo Regency. It can be concluded that when the workload increases, employee performance will decrease, assuming that other variables are not examined in this study.
- b_2 of 0.012 (regression coefficient value of X_2) shows that the Work Motivation variable has a positive effect on the Employee Performance of Cv. Restu Ibu in Sukoharjo Regency. It can be concluded that when Work Motivation increases, employee performance will also increase. This is based on the assumption that other variables were not examined in this study.
- b_3 of 0.049 (the value of the regression coefficient X_3) shows that the Work Environment variable has a positive effect on the Performance of Employees at Cv. Restu Ibu in Sukoharjo Regency. It can be concluded that when the Work Environment improves, employee performance will also improve. This is based on the assumption that other variables were not examined in this study.

T-Test (Partial)

Table 10. T-Test Result

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	T	Sig.	
1	(Constant)	16.624	.818		20.312	.000	
	Workload	-.094	.027	-.356	-3.476	.001	
	Work Motivation	.012	.018	.095	.697	.488	
	Work Environment	.049	.020	.333	2.444	.017	

Source: Primary data processed, 2026

Based on Table 10 above, the following results are obtained:

- The t-test between Workload (X_1) and employee performance yielded a t_{value} of -3.476 and a t_{table} value ($\alpha=0.05/2=0.025$; residual df 71) of 1.993, so it can be concluded that $t_{\text{count}} < t_{\text{table}}$ with a significant value of $0.001 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, thus indicating that Workload (X_1) has a significant effect on Employee Performance (Y).
- The t-test between Work Motivation (X_2) and employee performance obtained a t_{value} of 0.697 and a t_{table} value ($\alpha=0.05/2=0.025$; residual df 71) is 1.993, so it can be concluded that $t_{\text{count}} < t_{\text{table}}$ with a significance value of $0.488 > 0.05$. Therefore, H_0 is accepted and H_1 is rejected, thus indicating that Work Motivation (X_2) does not significantly affect Employee Performance (Y).
- The t-test between Work Environment (X_3) and employee performance obtained a t_{count} of 2.444 and a t_{table} value ($\alpha=0.05/2=0.025$; residual df 71) of 1.993, so it can be concluded that $t_{\text{count}} > t_{\text{table}}$ with a significant value of $0.017 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, thus indicating that Work Environment (X_3) has a significant effect on Employee Performance (Y).

F Test (Simultaneous)

Table 11. F Test Result

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.662	3	3.554	8.390	.000 ^b
	Residual	30.073	71	.424		
	Total	40.735	74			

Source: Primary data processed, 2026

Based on Table 11 above, it shows that the F_{count} value is 8.390 with a significance value of 0.000. The F_{table} value ($\alpha=0.05$; regression df=3; residual df=71) is 2.73. This shows that $F_{\text{count}} > F_{\text{table}}$, i.e.,

8.390 > 2.73, and the significance value $0.000 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, thus indicating that Workload (X1), Work Motivation (X2), and Work Environment (X3) have a simultaneous effect on Employee Performance (Y) at Cv. Restu Ibu, Sukoharjo Regency.

Determination Coefficient Test (R^2)

Table 12. Determination Coefficient Result (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512 ^a	.262	.231	.65082

Source: Primary data processed, 2026

Based on Table 12 above, it shows that the analysis results listed in the table obtained an *Adjusted R square* of 0.231. This indicates that the Employee Performance variable at CV. Restu Ibu in Sukoharjo Regency is influenced by 23.1% by the variables of Workload, Work Motivation, and Work Environment, while the remaining 76.9% (100% - 23.1%) is influenced by other variables not examined in this study.

DISCUSSION

The Effect of Workload on Employee Performance at Cv. Restu Ibu, Sukoharjo Regency.

Based on research conducted on production employees at Cv. Restu Ibu in Sukoharjo Regency. The results of the H_1 test using SPSS software from this study state that the Workload variable has a significant value of 0.001, which is smaller than 0.05, and a t_{count} of -3.476, while the t_{table} value is 1.993. Thus, it can be said that $t_{\text{count}} < t_{\text{table}}$. Based on the results, H_0 is rejected and H_1 is accepted, thus indicating that Workload has a negative and significant effect on Employee Performance at CV. Restu Ibu in Sukoharjo Regency.

Workload reflects the pressure felt by employees when performing their duties. Workload arises when the demands or targets given to employees exceed their capacity. Imposing an excessive workload without considering the talents and specific abilities of each worker can cause increased stress during the work process. In addition, pressure to complete tasks quickly can also cause stress. At Cv. Restu Ibu in Sukoharjo Regency, the workload given to employees must be in accordance with their capacity because each employee working in a company or organization has different abilities. If the workload given by the company increases and is not in accordance with the capacity of the employees without adequate rest, it can cause a decline in employee performance at Cv. Restu Ibu in Sukoharjo Regency.

The results of this study are in line with research conducted by (David et al., 2024) which states that workload has a negative and significant effect on employee performance.

The Effect of Work Motivation on Employee Performance at Cv. Restu Ibu, Sukoharjo Regency.

Based on research conducted on production employees at CV. Restu Ibu in Sukoharjo Regency. The results of the H_2 test using SPSS software from this study state that the Work Motivation variable has a significant value of 0.488 greater than 0.05 and a t_{count} value of 0.697, while the t_{table} value is 1.993. Therefore, it can be said that $t_{\text{count}} < t_{\text{table}}$. Based on the results, H_0 is accepted and H_1 is rejected, thus indicating that Work Motivation has a positive effect and does not have a significant effect on the Performance of Employees at Cv. Restu Ibu in Sukoharjo Regency.

Motivation means providing encouragement to move someone or create a certain situation. In other words, motivation is a factor that drives people to take action. At Cv. Restu Ibu in Sukoharjo Regency, employee performance is not only influenced by motivation but also by other factors such as length of service and contribution to the company. Work motivation for employees is a very important factor for the sustainability of the company. In addition, employees feel that their performance will be good if they receive support and motivation from their leaders and the surrounding environment so that employees are able to produce more optimal performance. The results of this study are in line with the research conducted by (Umar Hatifah et al., 2024) which states that work motivation has a positive and insignificant effect on employee performance.

The Effect of Work Environment on Employee Performance at Cv. Restu Ibu, Sukoharjo Regency.

Based on research conducted on production employees at CV. Restu Ibu, Sukoharjo Regency. The results of the H3 test using SPSS software from this study state that the Work Environment variable has a significant value of 0.017, which is less than 0.05, and a t_{count} value of 2.444, while the t_{table} value is 1.993. Thus, it can be said that $t_{\text{count}} > t_{\text{table}}$. Based on the results, H_0 is rejected and H_1 is accepted, thus indicating that the work environment has a positive and significant effect on the performance of employees at Cv. Restu Ibu in Sukoharjo Regency. The work environment is where employees carry out their duties. Employees can work optimally if their work environment provides a sense of security and is conducive to their work. At Cv. Restu Ibu in Sukoharjo Regency, the work environment greatly affects employee performance in the manufacturing sector at Cv. Restu Ibu in Sukoharjo Regency, especially in the production department. The availability of employee needs such as equipment, good lighting, and supportive circulation during work will make it easier for employees to complete their tasks and responsibilities. The availability of complete facilities will provide comfort for employees. In addition, environmental factors such as working relationships between fellow employees and leaders, as well as the creation of a comfortable and pleasant environment, will motivate employees to work harder.

The results of this study align with research conducted by (Agustyaningrum, 2024) whose findings state that the work environment has a positive and significant impact on employee performance..

The simultaneous effect of the three variables on employee performance Based on research conducted on production employees at Cv. Restu Ibu in Sukoharjo Regency.

The results of the H4 test using SPSS software from this study indicate that the variables of Workload (X1), Work Motivation (X2), and Work Environment (X3) simultaneously have a significant effect on employee performance (Y). This is demonstrated by the F test, which yielded a calculated F value of 8.390 with a significant result 0.000. Meanwhile, the F_{table} is 2.73. This shows that $F_{\text{count}} > F_{\text{table}}$, namely $8.390 > 2.73$ and a significance value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, which means that workload, work motivation, and work environment simultaneously have a significant effect on the performance of employees at Cv. Restu Ibu in Sukoharjo Regency. In this study, the coefficient of determination was 0.231 or 23.1%. Variations or changes in employee performance can be explained by variations in workload, work motivation, and work environment, while the remaining 76.9% (100% - 23.1%) is influenced by other variables not examined in this study.

4. CONCLUSION

Based on the results of the study conducted on production employees of CV. Restu Ibu in Sukoharjo Regency, with a sample size of 75 people, to determine the effect of workload, work motivation, and work environment on the performance of production employees in the manufacturing sector, the following conclusions were drawn:

- a) The Workload variable has a negative and significant effect on employee performance, meaning that the higher the workload given by the company, the more likely employees are to experience a decline in their performance.
- b) The Work Motivation variable has a positive but insignificant effect on employee performance. This could be because work motivation is influenced by other factors such as length of service and their contribution to the company.
- c) The work environment variable has a positive and significant effect on employee performance. The better the work environment created by Cv. Restu Ibu Kabupaten Sukoharjo, the higher the employee performance. This is because a good work environment creates a comfortable and pleasant atmosphere, motivating employees to work harder.
- d) The variables of workload, work motivation, and work environment together have a significant effect on employee performance. This shows that $F_{\text{count}} > F_{\text{table}}$, namely $8.390 > 2.73$ and a significance value of $0.000 < 0.05$. Thus, it can be said that workload, work motivation, and work environment together (simultaneously) have a significant effect on the performance of employees at Cv. Restu Ibu in Sukoharjo Regency.

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