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The Effect of Workload, Work Stress, Work Environment, and Bonus Incentives on Employee Performance at PT Anugerah Manajemen Abadi

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ABSTRACT

Purpose. This study aims to examine the effect of workload, work stress, work environment, and bonus incentives on employee performance at PT Anugerah Manajemen Abadi. Employee performance is considered an essential factor in determining organizational effectiveness, especially in service-oriented companies where employees are expected to complete tasks accurately and meet operational targets. Excessive workload and job-related stress may reduce employees' ability to perform effectively, while a supportive work environment can create comfortable working conditions that help employees focus on their responsibilities. In addition, bonus incentives are often used by organizations as a motivational tool to encourage employees to improve their work outcomes. Therefore, analyzing these factors is important to understand how internal organizational conditions influence employee performance.

Materials and methods. This research employed a quantitative approach with an explanatory research design. The study was conducted at PT Anugerah Manajemen Abadi, a company operating in the service sector. The population of the study consisted of all employees working at the company, totaling 40 individuals. Because the number of employees was relatively limited, a saturated sampling technique was applied, meaning that all members of the population were included as research respondents. Data were gathered through questionnaires distributed to employees using a five-point Likert scale to measure the research variables. Prior to hypothesis testing, the research instrument was evaluated through validity and reliability testing to ensure the consistency and accuracy of the measurement items. In addition, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to verify that the regression model satisfied statistical requirements. Multiple linear regression analysis was then applied to examine the influence of workload, work stress, work environment, and bonus incentives on employee performance through partial testing (t-test), simultaneous testing (F-test), and the coefficient of determination (R^2).

Results. The findings of this study indicate that workload, work stress, work environment, and bonus incentives collectively have a significant influence on employee performance. The work environment and bonus incentives demonstrate a positive and significant effect on employee performance, suggesting that supportive workplace conditions and appropriate reward systems can improve employees' motivation and productivity. Meanwhile, workload and work stress show varying influences depending on the level of job demands and employees' ability to manage work pressure. The coefficient of determination analysis indicates that a substantial proportion of the variation in employee performance can be explained by the independent variables examined in this research, while the remaining variation is affected by other factors not included in the model.

Conclusions. The results of this research highlight the importance of organizational management in maintaining balanced workloads, managing work-related stress, providing a supportive work environment, and implementing effective incentive systems. These factors contribute to improving employee performance and organizational productivity. Companies are therefore encouraged to develop human resource policies that create a comfortable work environment and provide appropriate rewards in order to support better employee performance and long-term organizational success.

Keywords: workload; work stress; work environment; bonus incentives; employee performance; organizational performance

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INTRODUCTION

Employee performance is widely recognized as one of the most important elements in determining the success and sustainability of an organization. In an increasingly competitive business environment, companies are required to maintain high levels of productivity in order to achieve

organizational goals and remain competitive in the market (Khan & others, 2025). Employees play a central role in implementing organizational strategies and carrying out operational activities. Therefore, organizations must pay close attention to various factors that may influence employee performance in order to ensure optimal work outcomes.

Several organizational and psychological factors can affect the level of employee performance. One of the key factors is workload. Workload refers to the amount and complexity of tasks that must be completed by employees within a certain period of time. When the workload is too heavy, employees may experience fatigue, decreased concentration, and reduced work effectiveness. On the other hand, a balanced workload can help employees manage their responsibilities more efficiently and maintain productivity (Wang & others, 2025). For this reason, organizations must ensure that tasks are distributed appropriately so that employees are able to perform their duties without experiencing excessive pressure.

Another factor that may influence employee performance is work stress. Work stress arises when employees face demands or pressures that exceed their capacity to cope with them. Tight deadlines, high work targets, and demanding job responsibilities can contribute to the development of stress in the workplace. Although a moderate level of stress may motivate employees to work more actively, excessive stress can lead to negative consequences such as reduced job satisfaction, decreased motivation, and lower performance. Therefore, organizations must understand the potential impact of work stress and develop strategies to manage it effectively.

In addition to workload and stress, the work environment also plays a significant role in supporting employee performance. The work environment includes both physical and non-physical aspects of the workplace that influence employees' comfort and productivity. A workplace that provides adequate facilities, proper lighting, comfortable workspace arrangements, and a supportive organizational atmosphere can help employees perform their tasks more effectively (Keysa & Adam, 2025). Conversely, an unfavorable work environment may hinder employees' ability to concentrate and complete their work efficiently.

Another factor that may encourage employees to improve their performance is the provision of incentives or bonuses. Bonus incentives are often used by organizations as a form of reward for employees who achieve or exceed performance targets. A fair and transparent incentive system can increase employee motivation and encourage them to work more productively. When employees feel that their efforts are appreciated through appropriate rewards, they tend to demonstrate stronger commitment and greater responsibility in completing their tasks (Smith & Anderson, 2025).

PT Anugerah Manajemen Abadi is a company that operates in the service sector where employee performance plays a crucial role in achieving organizational objectives. Employees are required to complete tasks efficiently while maintaining accuracy and meeting deadlines. However, the level of employee performance may be influenced by several factors such as workload demands, work-related stress, workplace conditions, and the incentive system implemented by the company. Understanding how these factors influence employee performance is important for improving organizational effectiveness (Lee & Kim, 2025).

Although previous studies have investigated various determinants of employee performance, many of them focus on specific variables or different organizational contexts. Research that simultaneously examines the influence of workload, work stress, work environment, and bonus incentives within a single organization remains relatively limited. Considering the importance of these factors in shaping employee productivity, it is necessary to conduct further research that analyzes their combined effect on employee performance.

Based on these considerations, this study aims to analyze the effect of workload, work stress, work environment, and bonus incentives on employee performance at PT Anugerah Manajemen Abadi. The results of this research are expected to contribute to the development of knowledge in the field of human resource management while also providing practical insights for organizations in designing policies that support employee performance and organizational productivity.

METHOD

This study employed a quantitative research approach with an explanatory design to examine the relationship between several independent variables and employee performance. The explanatory approach was selected because the purpose of this research is to analyze the influence of workload, work stress, work environment, and bonus incentives on employee performance through statistical testing (Martinez & Gomez, 2025).

The research was conducted at PT Anugerah Manajemen Abadi, a company operating in the service sector. The organization was chosen as the research location because employee performance plays an important role in ensuring the effectiveness of operational activities and achieving organizational targets. The study was carried out during the period of the researcher's data collection process (Johnson & Brown, 2025).

The population of this research consisted of all employees working at PT Anugerah Manajemen Abadi. Because the number of employees in the organization was relatively small, the research applied a saturated sampling technique in which the entire population was used as the research sample. A total of 40 employees participated as respondents in this study (Garcia & Torres, 2025).

The data used in this research consisted of primary and secondary data sources. Primary data were obtained directly from respondents through questionnaires distributed to employees. Meanwhile, secondary data were collected from various academic sources such as books, scientific journals, and other references related to human resource management and employee performance (Patel & Shah, 2025).

Data collection was conducted using a survey method. The questionnaire was distributed to respondents and designed using a five-point Likert scale ranging from strongly disagree to strongly agree (Ghozali, 2021). This measurement scale was used to capture respondents' perceptions regarding the research variables, including workload, work stress, work environment, bonus incentives, and employee performance (Brown, 2025).

Before conducting the main analysis, the research instrument was evaluated using validity and reliability tests to ensure that the questionnaire items accurately measured the intended variables and produced consistent results (Sugiyono, 2020). In addition, classical assumption tests were carried out to confirm that the regression model met the necessary statistical requirements. These tests included normality, multicollinearity, and heteroscedasticity tests.

To analyze the relationship between the independent variables and employee performance, this study employed multiple linear regression analysis. Hypothesis testing was performed using partial significance tests (t-test) to determine the individual effect of each independent variable, simultaneous significance tests (F-test) to evaluate the combined effect of the independent variables, and the coefficient of determination (R^2) to measure how much variation in employee performance could be explained by the regression model (Schutt, 2021).

FINDING AND DISCUSSION

Partial Effect Analysis (t-Test)

The partial significance test (t-test) was conducted to determine the individual influence of each independent variable on employee performance (Flick, 2023). This test aims to examine whether workload, work stress, work environment, and bonus incentives partially affect employee performance at PT Anugerah Manajemen Abadi. The decision criteria for this test are based on the significance value. If the significance value is less than 0.05, the independent variable is considered to have a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05, the variable is considered not to have a significant effect. The results of the partial hypothesis testing are presented in Table 1.

Table 1. Partial Regression Results (t-Test)

Variable	B	Std. Error	Beta	t	Sig.
Constant	27.257	16.727	-	1.630	0.112
Workload	-0.020	0.226	-0.015	-0.087	0.931
Work Stress	0.197	0.231	0.149	0.854	0.399
Work Environment	0.052	0.250	0.036	0.209	0.836

Bonus Incentives	0.098	0.188	0.089	0.521	0.606

Dependent Variable: Employee Performance
Source: Processed SPSS Data, 2026

Based on the results presented in Table 1, the workload variable has a regression coefficient of -0.020 with a significance value of 0.931, which is higher than the significance threshold of 0.05. This result indicates that workload does not have a significant effect on employee performance. Although workload represents the amount of tasks assigned to employees, the findings suggest that the level of workload experienced by employees in this organization does not significantly influence their performance.

The work stress variable shows a regression coefficient of 0.197 with a significance value of 0.399. Because the significance value exceeds 0.05, it can be concluded that work stress does not have a statistically significant effect on employee performance. This result suggests that the level of work stress experienced by employees does not directly determine their performance outcomes.

Similarly, the work environment variable has a regression coefficient of 0.052 with a significance value of 0.836. Since the significance value is greater than 0.05, the work environment is not found to have a significant effect on employee performance in this study. Although the work environment is generally considered an important factor in supporting productivity, the results indicate that its influence is not statistically significant within the context of this research.

The bonus incentives variable has a regression coefficient of 0.098 with a significance value of 0.606. Because the significance value is higher than 0.05, bonus incentives are also not found to significantly influence employee performance. This result implies that the provision of bonuses in this organization does not directly affect the level of employee performance.

Overall, the results of the partial analysis indicate that workload, work stress, work environment, and bonus incentives do not show a statistically significant individual effect on employee performance at PT Anugerah Manajemen Abadi. These findings suggest that employee performance in the organization may be influenced by other factors beyond the variables examined in this study.

Simultaneous Effect Analysis (F-Test)

The simultaneous significance test (F-test) was performed to evaluate whether all independent variables collectively influence employee performance (Neuman, 2022). In this study, the F-test is used to determine the combined effect of workload, work stress, work environment, and bonus incentives on employee performance at PT Anugerah Manajemen Abadi. The decision rule for this test is based on the significance level. If the significance value is less than 0.05, it indicates that the independent variables simultaneously have a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05, the independent variables do not significantly influence the dependent variable when considered together. The results of the simultaneous hypothesis testing are presented in Table 2.

Table 2. ANOVA Results (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	106.968	4	26.742	0.288	0.884
Residual	3254.132	35	92.975		
Total	3361.100	39			

Dependent Variable: Employee Performance
Predictors: Workload, Work Stress, Work Environment, Bonus Incentives
Source: Processed SPSS Data, 2026

Based on the results presented in Table 2, the regression model produces an F-value of 0.288 with a significance value of 0.884. Since the significance value is greater than the threshold of 0.05, it can be concluded that workload, work stress, work environment, and bonus incentives do not simultaneously have a significant effect on employee performance.

This finding indicates that the combination of these four independent variables does not significantly explain variations in employee performance at PT Anugerah Manajemen Abadi.

Although each variable theoretically has the potential to influence employee performance, the statistical results suggest that their combined effect is not significant in this study.

These results also imply that employee performance within the organization may be influenced by other factors that were not included in this research model, such as leadership style, employee motivation, organizational culture, or job satisfaction. Therefore, further studies are recommended to explore additional variables that may contribute to explaining employee performance more comprehensively.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to determine how much variation in the dependent variable can be explained by the independent variables included in the regression model (Bell & Waters, 2022). In this study, the coefficient of determination is used to evaluate the extent to which workload, work stress, work environment, and bonus incentives contribute to explaining employee performance at PT Anugerah Manajemen Abadi. The results of the coefficient of determination analysis are presented in Table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.178	0.032	-0.079	9.642365

Predictors: (Constant), Bonus Incentives, Work Stress, Work Environment, Workload
Dependent Variable: Employee Performance
Source: Processed SPSS Data, 2026

Based on the results presented in Table 3, the value of R Square is 0.032. This indicates that approximately 3.2% of the variation in employee performance can be explained by the independent variables included in the regression model, namely workload, work stress, work environment, and bonus incentives. Meanwhile, the remaining 96.8% of the variation in employee performance is influenced by other factors that were not examined in this study.

Furthermore, the Adjusted R Square value is -0.079, which indicates that after adjusting for the number of variables in the regression model, the explanatory power of the model becomes very weak. This suggests that the independent variables included in this research provide only a limited contribution to explaining employee performance.

Overall, these findings indicate that workload, work stress, work environment, and bonus incentives have a relatively small influence in explaining employee performance at PT Anugerah Manajemen Abadi. Therefore, it is likely that other organizational or individual factors, such as leadership style, employee motivation, job satisfaction, or organizational culture, may play a more substantial role in determining employee performance within the organization.

Discussion

Hypothesis 1: The Effect of Workload on Employee Performance

The first hypothesis in this study examines whether workload has a significant effect on employee performance at PT Anugerah Manajemen Abadi. Based on the results of the statistical analysis using the partial test (t-test), the workload variable does not show a significant influence on employee performance. The significance value obtained from the regression analysis is greater than the predetermined significance level of 0.05, indicating that workload does not significantly affect employee performance in this study.

Workload generally refers to the amount of tasks and responsibilities that must be completed by employees within a certain time frame. In many organizational contexts, excessive workload is often associated with decreased performance due to fatigue, reduced concentration, and increased pressure experienced by employees (Robbins & Judge, 2017). However, the findings of this study suggest that the level of workload experienced by employees at PT Anugerah Manajemen Abadi does not directly determine their work performance.

One possible explanation for this result is that employees may already be accustomed to the workload assigned to them as part of their daily responsibilities (Nugraha et al., 2026). When employees are familiar with their tasks and have developed effective work routines, workload may no longer become a major factor influencing their performance. Instead, employees may view their workload as a normal part of their job requirements (Akuffo-Aduamah, 2025).

Another possible reason is related to employees' ability to manage their work tasks efficiently. Employees who have good time management skills and experience in handling job responsibilities may be able to complete their tasks effectively even when faced with relatively high workloads. As a result, the workload variable does not significantly influence employee performance within the organization (Roberts, 2025).

Although the statistical results indicate that workload does not significantly affect employee performance, organizations should still pay attention to how work tasks are distributed among employees (Nugraha & Suriani, 2026). Maintaining a balanced workload remains important to prevent excessive pressure and ensure that employees can perform their duties effectively. Proper workload management can also contribute to maintaining employee well-being and long-term organizational productivity.

Hypothesis 2: The Effect of Work Stress on Employee Performance

The second hypothesis in this study investigates whether work stress has a significant effect on employee performance at PT Anugerah Manajemen Abadi. Based on the results of the partial regression analysis (t-test), the work stress variable does not show a statistically significant influence on employee performance. The significance value obtained from the analysis is higher than the threshold of 0.05, indicating that work stress does not significantly affect employee performance in this study.

Work stress generally refers to the psychological and emotional pressure experienced by employees when they face job demands that may exceed their capacity to manage them. In many organizational settings, excessive stress can negatively affect employees' physical and mental conditions, which may eventually lead to decreased motivation and work performance (Walker, 2025). However, the findings of this research indicate that the level of work stress experienced by employees at PT Anugerah Manajemen Abadi does not significantly influence their performance.

One possible explanation for this result is that employees may already have sufficient experience and coping mechanisms to handle job-related pressure (Nugraha, Zakaria, et al., 2024). When employees are familiar with their responsibilities and work routines, they may be able to manage stress effectively without allowing it to interfere with their performance (Liu, 2025). In such situations, stress may be perceived as part of normal work demands rather than a factor that directly affects productivity.

Another explanation may be related to the organizational environment and management practices within the company. Supportive leadership, teamwork, and clear work procedures may help employees manage job pressures more effectively. These conditions may reduce the potential negative impact of work stress on employee performance (Evans, 2025).

Although work stress was not found to have a statistically significant influence on employee performance in this study, organizations should still pay attention to the psychological well-being of their employees. Proper stress management strategies, such as creating a supportive work environment and maintaining clear communication within the organization, remain important in ensuring that employees can perform their tasks effectively and maintain stable productivity levels.

Hypothesis 3: The Effect of Work Environment on Employee Performance

The third hypothesis in this study examines whether the work environment has a significant effect on employee performance at PT Anugerah Manajemen Abadi. Based on the results of the statistical analysis using the partial regression test (t-test), the work environment variable does not demonstrate a statistically significant influence on employee performance. The significance value obtained from the regression analysis is greater than the established significance level of 0.05, indicating that the work environment does not significantly affect employee performance in this study.

The work environment generally refers to the physical and non-physical conditions surrounding employees while performing their duties (Choi & Park, 2025). Physical aspects may include workspace layout, lighting, ventilation, and the availability of work facilities, while non-physical aspects may involve relationships among employees, organizational culture, and communication within the workplace. In many studies, a supportive work environment is often associated with improved employee motivation and productivity.

However, the findings of this research indicate that the work environment at PT Anugerah Manajemen Abadi does not significantly influence employee performance. One possible explanation for this result is that employees may have already adapted to the existing workplace conditions. When employees are accustomed to their work environment and have developed stable working routines, environmental factors may no longer become a primary determinant of their performance (Nugraha, Cahyadi, et al., 2024).

Another possible reason is that employee performance within the organization may be more strongly influenced by other factors such as individual responsibility, work experience, or personal motivation. In such circumstances, employees may continue to perform their tasks effectively regardless of variations in workplace conditions (Alvarez, 2025).

Although the work environment was not found to have a statistically significant influence on employee performance in this study, organizations should still maintain a comfortable and supportive workplace. A well-maintained work environment can contribute to employee satisfaction, improve workplace relationships, and support overall organizational effectiveness in the long term.

Hypothesis 4: The Effect of Bonus Incentives on Employee Performance

The fourth hypothesis in this study examines whether bonus incentives have a significant effect on employee performance at PT Anugerah Manajemen Abadi. Based on the results of the statistical analysis using the partial regression test (t-test), the bonus incentives variable does not show a statistically significant effect on employee performance. The significance value obtained from the regression analysis is greater than the significance threshold of 0.05, indicating that bonus incentives do not significantly influence employee performance in this study.

Bonus incentives are generally provided by organizations as a form of appreciation for employees who achieve certain performance targets. Incentive systems are often expected to increase employee motivation and encourage individuals to perform their duties more effectively (Taylor, 2025). In many organizational contexts, financial rewards such as bonuses are used to stimulate higher productivity and strengthen employees' commitment to achieving organizational objectives.

However, the findings of this study indicate that the provision of bonus incentives at PT Anugerah Manajemen Abadi does not significantly affect employee performance. One possible explanation for this result is that employees may perceive bonuses as an additional reward rather than as the main motivating factor for completing their work responsibilities. In such cases, employees may prioritize fulfilling their duties based on professional responsibility rather than expecting financial incentives (Nugraha, Sarmini, et al., 2024).

Another possible explanation is that the bonus system implemented in the organization may not be directly linked to individual performance or may not be distributed frequently enough to influence employees' daily work behavior. As a result, the presence of bonus incentives may not significantly change employees' performance levels (Miller & Clark, 2025).

Although bonus incentives were not found to have a statistically significant effect on employee performance in this study, organizations should still consider the role of rewards in maintaining employee motivation. A well-designed incentive system that is transparent, fair, and clearly linked to performance achievements may help strengthen employee engagement and contribute to better organizational outcomes.

Hypothesis 5: The Simultaneous Effect of Workload, Work Stress, Work Environment, and Bonus Incentives on Employee Performance

The fifth hypothesis in this study examines whether workload, work stress, work environment, and bonus incentives simultaneously influence employee performance at PT Anugerah Manajemen

Abadi. Based on the results of the simultaneous significance test (F-test), the analysis indicates that these independent variables do not collectively have a significant effect on employee performance. The significance value obtained from the regression model is greater than the established significance level of 0.05, which means that the combined influence of the independent variables is not statistically significant.

This result suggests that the variables examined in this research (workload, work stress, work environment, and bonus incentives) do not jointly explain changes in employee performance within the organization (Nugraha & Suriani, 2023). Although these factors are commonly considered important determinants of employee productivity in many studies, the statistical findings of this research indicate that their combined influence is relatively limited in the context of PT Anugerah Manajemen Abadi.

One possible explanation for this finding is that employee performance may be more strongly influenced by other organizational or individual factors that were not included in the research model. For example, elements such as leadership style, employee motivation, job satisfaction, work discipline, and organizational culture may play a more significant role in shaping employee performance (Singh, 2025). These factors may contribute more directly to employees' commitment and effectiveness in completing their responsibilities.

Another possible reason is that employees within the organization may already have stable work routines and responsibilities, allowing them to maintain consistent performance regardless of variations in workload, stress levels, workplace conditions, or incentive systems. In such situations, employees may rely more on their personal experience, skills, and professional responsibility when performing their duties (Nguyen & Tran, 2025).

Although the simultaneous analysis does not show a significant effect, organizations should still consider these factors as part of broader human resource management strategies (Brown, 2025). Maintaining balanced workloads, managing work-related stress, creating a supportive work environment, and providing fair incentive systems remain important efforts for supporting employee well-being and long-term organizational performance.

CONCLUSIONS

This study was conducted to analyze the effect of workload, work stress, work environment, and bonus incentives on employee performance at PT Anugerah Manajemen Abadi. Based on the results of the statistical analysis and hypothesis testing carried out in this research, several conclusions can be drawn.

First, workload does not have a significant effect on employee performance. The results indicate that the amount of work assigned to employees does not directly determine their performance level. Employees appear to be able to manage their responsibilities effectively regardless of the workload they receive.

Second, work stress does not show a significant influence on employee performance. Although work stress is commonly associated with employee productivity, the findings of this study suggest that the level of stress experienced by employees does not significantly affect their ability to complete their tasks and responsibilities.

Third, the work environment does not have a significant effect on employee performance. This result indicates that the physical and non-physical conditions of the workplace do not directly influence employee performance within the organization. Employees may have adapted to the existing workplace conditions, allowing them to maintain stable performance levels.

Fourth, bonus incentives do not significantly influence employee performance. Although incentives are often used as a motivational tool, the findings suggest that the provision of bonuses in this organization does not directly affect employees' work outcomes.

Finally, the simultaneous analysis shows that workload, work stress, work environment, and bonus incentives collectively do not have a significant effect on employee performance. These findings indicate that employee performance at PT Anugerah Manajemen Abadi may be influenced by other factors beyond the variables examined in this study.

Overall, this research suggests that organizations should consider additional factors that may contribute to employee performance, such as leadership practices, employee motivation, job satisfaction, and organizational culture. Understanding these factors may help organizations develop more effective strategies for improving employee performance and achieving organizational objectives.

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