

THE EFFECT OF WORKLOAD AND PHYSICAL WORK ENVIRONMENT ON THE PERFORMANCE OF DKM AL-HIDAYAH MOSQUE EMPLOYEES IN THE FIELD OF SOCIAL ASSISTANCE, EDUCATION AND DISASTER PAMULANG SOUTH TANGERANG

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ABSTRACT

This study aims to examine the effect of workload and physical work environment on employee performance at DKM Masjid Al-Hidayah in the Social, Education, and Disaster Assistance Division, Pamulang, South Tangerang, both partially and simultaneously. This study employed a quantitative associative approach with a saturated sampling technique involving the entire population of 35 respondents. Data were collected through Likert-scale questionnaires and processed using SPSS version 27, including validity, reliability, classical assumption, simple and multiple linear regression, correlation coefficient, determination coefficient, and hypothesis testing (t-test and F-test). The results show that workload has a positive and significant effect on employee performance ($Y = 38.751 + 0.133X_1$; $t = 6.355 > 1.692$; sig. $0.000 < 0.05$), contributing 45.6%. The physical work environment also has a positive and significant effect on employee performance ($Y = 8.714 + 0.613X_2$; $t = 8.746 > 1.692$; sig. $0.001 < 0.05$), contributing 58.5%. Simultaneously, both variables significantly affect employee performance ($Y = 11.380 + 0.144X_1 + 0.613X_2$; $F = 22.700 > 3.28$; sig. $0.000 < 0.05$), explaining 58.7% of the variance, while the remaining 41.3% is explained by other variables outside this research model.

Keywords: Workload; Physical Work Environment; Employee Performance; Religious Social Organization

INTRODUCTION

Human resources are the main driver for every organization, both profit organizations and non-profit organizations engaged in the social and religious fields, because the success of achieving organizational goals ultimately depends on how humans work, think, and act. The issue of workload and physical work environment is not a new problem, but post-pandemic work trends, service digitalization, and organizational efficiency demands have made these two issues again the main spotlight in human resource management studies in various parts of the world. The International Labour Organization notes that around 35% of workers in the world work more than 48 hours per week, a condition that has the potential to increase work pressure and reduce the quality of life of workers in a sustainable manner (International Labour Organization, 2023). The same report also revealed that global productivity losses due to psychosocial risks in the workplace, including violence and excessive work pressure, are estimated at US\$1.7 trillion annually, a figure that underscores the serious economic impact of neglecting aspects of workload and working environmental conditions. This kind of global data gives an idea that the phenomenon of

workload is not only local, but is a structural challenge faced by almost all modern organizations, regardless of the sector or the scale of the business.

In addition to the issue of workload, workers' mental health conditions due to work pressure that is not managed properly are also a concern for the international world. A systematic review and global meta-analysis of the public health sector workforce found that the prevalence of burnout collectively reached 39%, with a higher rate in the Covid-19 pandemic period than in the period after (Nagarajan et al., 2024). The World Health Organization has even classified burnout as an occupational phenomenon in the 11th edition of the International Classification of Diseases, which asserts that excessive workload has real and clinically measurable health consequences. This condition shows that attention to workload management is not just a managerial discourse, but an urgent need that has direct implications for the sustainability of individual and organizational performance. If this phenomenon is left unchecked, organizations risk losing productivity, increasing absenteeism, and declining quality of services provided to the communities it serves. This global reality is

relevant to be reflected in the context of small and medium-scale organizations in Indonesia, including socio-religious organizations that have rarely been the object of academic study.

In addition to the workload aspect, the physical work environment is also an important determinant for employee performance, which has been widely studied in international ergonomics studies. Research on ergonomic risk factors in the manufacturing sector confirms that inadequate physical conditions in the workplace, such as poor lighting, poor air circulation, and unergonomic spatial planning, have a direct impact on the well-being and innovation capacity of employees in completing their work (Firmansyah & Nugrohoseno, 2022). These findings are in line with the results of a study by Kadir and Mazati (2022) which showed that the physical and non-physical work environments together affect employee performance in small-scale health care institutions. Thus, the physical aspect of the workplace cannot be underestimated because it directly affects the comfort, concentration, and ultimately productivity of employees' daily work. This condition is increasingly relevant for socio-religious-based organizations that generally have limited budgets to update work facilities compared to large-scale private companies.

At the national level, the issue of workload and physical work environment on employee performance is also widely researched in various types of organizations, ranging from manufacturing companies, Islamic banking, to government agencies. Research in the Islamic banking sector found that workload and work environment together have a positive and significant effect on employee performance, with the entire employee population being used as a research sample through saturated sampling techniques (Firjatullah et al., 2023). Another study in finance firms found a simultaneous contribution of workload and physical work environment to employee performance, with regression equations showing the direction of the positive influence of both variables (Aspita & Edastama, 2023). Meanwhile, research on convection employees in Palembang shows that high workloads are actually correlated with decreased performance if not balanced with good working time management (Ardelia et al., 2023). These findings confirm that the relationship between workload and employee performance is contextual, depending on the characteristics of the

organization, type of work, and human resource management system implemented in each workplace.

A similar phenomenon is also seen in research on the physical work environment. Studies in the distribution services sector show that competence, communication, and work environment together contribute significantly to employee performance (Hartati et al., 2020). Other research in the health sector also confirms that work motivation has an influence on employee performance, which strengthens the argument that internal and external factors of employees complement each other in shaping work productivity (Kuswati, 2020). Meanwhile, in the financial services sector, research by Lazuardi and Solihin (2024) shows that discipline and job satisfaction also contribute to the performance of banking employees, strengthening the argument that employee performance is the result of the interaction of many interlocking organizational factors. These empirical facts provide a strong conceptual basis that workload and physical work environment are two independent variables that deserve to be tested specifically on research objects with different characteristics, namely community-based socio-religious organizations.

DKM Al-Hidayah Mosque in the Field of Social Assistance for Education and Disaster Pamulang South Tangerang is a religious-based non-profit organization that has unique characteristics compared to profit organizations in general, because the performance of its employees is not solely measured by financial achievements, but also by the quality of social services, education, and disaster response provided to the surrounding community. The uniqueness of this context makes research on mosque-based organizations very relevant to enrich the literature on human resource management, which has been dominated by studies in the corporate and government sectors. Based on the results of a pre-survey conducted by researchers on the performance of DKM Al-Hidayah Mosque employees, as many as 19 out of 25 respondents or equivalent to 76% agreed that the quality of service to the community was not fully optimal, both in terms of speed, friendliness, and accuracy of the services provided. This pre-survey data is an early indication that there are problems in the aspect of employee performance that need to be further explored scientifically and systematically.

The pre-survey findings on the physical work environment variables also show a picture that is no less important to look at together. As many as 20 out of 25 respondents or equivalent to 80% of employees stated that the lighting in the workspace is not completely adequate, including the lighting on the work desk which sometimes does not function properly and interferes with comfort when working. This condition is in line with various international ergonomics findings that confirm that poor lighting can reduce work concentration, increase eye fatigue, and slow down the completion of daily tasks. Considering that the DKM Al-Hidayah Mosque manages social assistance programs for education and disaster response that demand speed and accuracy of response, inadequate physical work environment conditions have the potential to hinder the effectiveness of services to people in need. Therefore, an in-depth study of the influence of the physical work environment on employee performance in this organization is very relevant and urgent to be carried out.

The workload in the context of socio-religious organizations has a different character than that of profit organizations, because employees of the Al-Hidayah Mosque DKM are required to carry out various roles at once, ranging from managing social assistance, educational assistance, to handling disaster emergency response with limited human resources. This condition creates the potential for overlapping tasks and high workloads if not balanced with a proportional division of work according to the capacity of each employee. A number of previous studies have shown mixed results regarding the direction of workload influence on performance, some finding positive effects because measurable workload can spur productivity, while others have found negative effects due to excessive workload that triggers stress and decreased work quality (Afgani & Soliha, 2024). This difference in the direction of influence underscores the importance of empirical testing in specific organizational contexts, since generalizations of research results from one type of organization to another cannot always be scientifically accounted for.

Employee performance itself is a multidimensional construct that has been widely researched from various perspectives, including its relationship with motivation, competence, work discipline, and work engagement. Research on government agencies in Indonesia shows that

organizational citizenship behavior mediates the relationship between various organizational factors and the performance of civil servants, indicating that performance cannot be explained by a single variable alone (Arifin & Narmaditya, 2024). In line with that, research on human resource institutions found that training plays an important role in mediating the influence of competence and compensation on employee performance (Astarina et al., 2022). These findings enrich the perspective that although this study focuses on two independent variables, namely workload and physical work environment, both still need to be understood as part of a broader system in shaping employee performance as a whole.

Studies on leadership and work discipline also make an important contribution to understanding the determinants of employee performance in the service sector. Research on the hospitality industry in the Mandalika Special Economic Zone found that leadership style and work discipline together significantly improve employee performance (Yusuf et al., 2023). Another study on perceived organizational support also showed that such support had an effect on knowledge sharing behavior among employees, which in turn also affected the overall effectiveness of teamwork (Winarno et al., 2021). In addition, research on the occupational safety services sector shows that occupational safety, occupational health, and the work environment simultaneously contribute to employee performance in the marine products processing sector (Kamawati & Sari, 2024). This kind of relationship pattern indicates that work environment factors, both physical and non-physical, are intertwined with leadership factors and organizational support in forming a work climate conducive to performance improvement.

Employee performance determinants are also widely studied through job satisfaction variables as mediators between workload or work environment and performance. Research on textile companies shows that competence and work stress affect employee performance simultaneously, with work stress arising from an unbalanced workload (Hasyim & Rokhmatin, 2021). Another study on employees handling the distribution of goods found that workload, work stress, and motivation simultaneously affect employee performance at finance companies (Triatmaja et al., 2022). Meanwhile, research in the banking sector shows that organizational

culture and work stress affect performance through job satisfaction as a connecting variable (Harahap & Nasution, 2023). Studies on motivation, competence, and work discipline in various service sectors also confirm that employee performance is the result of complex interactions between individual internal factors and external organizational factors (Hidayat, 2021).

Based on the presentation of the global, national, and local contexts above, it can be concluded that there is a fairly real research gap, where most studies on workload and physical work environment on employee performance are mostly conducted on for-profit organizations such as manufacturing companies, banks, and government agencies, while studies on mosque-based socio-religious organizations are still very limited in number. In fact, organizations such as DKM Al-Hidayah Mosque have a strategic role in bridging the social, educational, and disaster needs of the community in the Pamulang area of South Tangerang, so that the performance of its employees directly impacts the quality of life of the people served. This research gap prompted researchers to conduct a special and in-depth study on the influence of workload and physical work environment on employee performance in the organization. This research is expected to make a theoretical contribution to the development of human resource management literature in the religious non-profit sector, as well as provide practical contributions in the form of policy recommendations for DKM administrators in managing workload and improving the physical work environment facilities of their employees.

Based on this background description, this research was formulated to answer three main questions, namely how the workload affects employee performance, how the physical work environment affects employee performance, and how the simultaneous influence of workload and physical work environment on employee performance at the Al-Hidayah Mosque DKM in the Field of Social Assistance, Education and Disaster Pamulang, South Tangerang. The purpose of this study is to analyze and empirically test the influence of these two independent variables on employee performance, both partially and simultaneously, using a quantitative approach that is measurable and scientifically accountable. This study also formulated three hypotheses, namely H1: workload has a

significant effect on employee performance; H2: the physical work environment has a significant effect on employee performance; and H3: workload and physical work environment simultaneously have a significant effect on employee performance. The results of this study are expected to be able to provide a more comprehensive understanding of the work dynamics in socio-religious organizations, as well as become a reference for future researchers who are interested in studying similar topics in the context of other non-profit organizations in Indonesia.

METHOD

This study uses a quantitative approach with the type of associative research, which is a study that aims to determine the relationship and influence between two independent variables, namely workload (X1) and physical work environment (X2), on one bound variable, namely employee performance (Y). The quantitative approach was chosen because this study seeks to test hypotheses that have been formulated based on theoretical studies and previous research, using data in the form of numbers that are analyzed through standard statistical procedures and can be retested by other researchers. The population in this study is all employees who work at the Al-Hidayah Mosque DKM in the field of Social Assistance, Education and Disaster Pamulang, South Tangerang, which amounts to 35 people. Given the relatively small population, the researcher used a saturated sampling technique, which is a sample determination technique where all members of the population are used as research samples without exception, so that the number of samples used in this study is also 35 respondents. The use of saturated sampling in this small population is intended to obtain the most representative data and minimize bias due to sampling errors.

The primary data collection in this study was carried out through the distribution of questionnaires directly to all respondents using a five-point Likert scale, ranging from strongly disagree to strongly agree, to measure employees' perceptions of each indicator of the research variable. The questionnaire was compiled based on variable indicators of workload which include work targets, work conditions, and work standards, indicators of physical work environment variables which include lighting, air circulation, noise, and work facilities, and

indicators of employee performance variables which include work quality, quantity of work, and timeliness of work completion. Before the instrument is used for data collection, the researcher first conducts a validity test and a reliability test on all statement items, to ensure that the instrument used actually measures what should be measured and has consistency of results when used repeatedly. The data obtained was then processed with the help of SPSS (Statistical Package for the Social Sciences) version 27 software, which was chosen for its reliability in carrying out various statistical analysis procedures for social science research and management.

The stages of data analysis in this study are carried out gradually and systematically to maintain the validity of the conclusions produced. The first stage is the instrument test, which consists of a validity test using Pearson's product moment correlation technique and a reliability test using Cronbach's Alpha coefficient, with the criterion that the item is declared valid if the calculated r value is greater than the r of the table, and the instrument is declared reliable if the Cronbach's Alpha value is greater than 0.60. The second stage is the classical assumption test, which includes the normality test using the Kolmogorov-Smirnov test and the P-P Plot graph, the multicollinearity test using the tolerance value and the Variance Inflation Factor (VIF), the heteroscedasticity test using the Glejser test, and the autocorrelation test using the Durbin-Watson test, all of which aim to ensure that the regression model used has met the Best Linear Unbiased Estimator (BLUE) requirements. The third stage is simple linear regression analysis to test the influence of each independent variable partially, as well as multiple linear regression analysis to test the influence of the two independent variables together on the bound variables.

The fourth stage in data analysis is the correlation coefficient test to determine the strength and direction of the relationship between variables, as well as the determination coefficient test (R Square) to determine the large contribution of the free variable in explaining the variation of bound variables, with reference to the Sugiyono correlation coefficient interpretation guideline which divides the level of relationship into five categories, ranging from very low to very strong. The fifth stage is hypothesis testing, which consists of a t -test to test for partial influence and an F -test to test for simultaneous influence, with

a significance level of 5% or 0.05. The decision-making criteria in the hypothesis test were based on the comparison of the value of t calculated with t table and F calculated with F table, where the hypothesis was accepted if the calculated value was greater than the value of the table and the significance probability value was less than 0.05. All stages of this analysis are carried out with full prudence and scientific honesty, as is the case with the spirit of research that prioritizes the accuracy of data in order to provide real benefits for the management of the Al-Hidayah Mosque DKM in future managerial decision-making.

RESULTS AND DISCUSSION

Results

Characteristics of Responders and Instrument Tests

The respondents in this study were 35 people who were all employees of the Al-Hidayah Mosque DKM in the field of Social Assistance, Education and Disaster Pamulang, South Tangerang. The results of the descriptive analysis showed variations in the characteristics of respondents in terms of age, gender, education level, and working period, which generally reflected the composition of the workforce in medium-scale socio-religious organizations. The results of the validity test of all statement items on the variables of workload, physical work environment, and employee performance showed that all items were declared valid because the calculated r value was greater than the r of the table of 0.333 at a significance level of 5% with a total of 35 respondents. A summary of the validity test results for each variable is presented in Table 1 below.

Table 1. Summary of Validity Test Results

Variable	Range r calculation	r Table	Remarks
Workload (X1)	0,355 – 0,817	0,333	All items are valid (6 items)
Physical Work Environment (X2)	0,662 – 0,889	0,333	All items are valid (12 items)
Employee Performance (Y)	0,535 – 0,904	0,333	All items are valid (10 items)

Source: SPSS Output 27, 2025 (processed)

The results of the validity test in Table 1 show that all statement items in the three research variables have a calculated r -value greater than the r -table, so that all instruments are declared suitable for use to collect research data. Furthermore, reliability testing was carried out to ensure the consistency of the instrument when used repeatedly, with the criterion of Cronbach's

Alpha value greater than 0.600. The results of the reliability test are shown in Table 2 below.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Standard	Remarks
Workload (X1)	0,398	0,600	Reliable*
Physical Work Environment (X2)	0,940	0,600	Reliable
Employee Performance (Y)	0,926	0,600	Reliable

Source: SPSS Output 27, 2025 (processed).

*Cronbach's Alpha value of the Workload variable (X1) of 0.398 is below the threshold of 0.600 as reported in the original data of the study; This number needs to be a note of caution and should ideally be strengthened by the addition or revision of questionnaire items in follow-up research.

The results of the classical assumption test show that the regression model in this study has qualified as a good model. A normality test with Kolmogorov-Smirnov on residual values yields an Asymp. Sig. (2-tailed) of 0.200 which is greater than 0.05, so that the data is declared to be normally distributed, as shown in Table 3.

Table 3. Normality Test Results (One-Sample Kolmogorov-Smirnov Test)

Remarks	X1	X2	Y
N	35	35	35
Red	23,23	43,94	35,66
Std. Deviation	2,498	9,365	7,507
Test Statistic	0,150	0,216	0,122
Asymp. Sig. (2-tailed)	0,044	0,000	0,200

Source: SPSS Output 27, 2025. The residual value of the regression model (Y) indicates Asymp. Sig. is $0.200 > 0.05$, so that the residual is declared to be normally distributed.

The multicollinearity test showed that there were no symptoms of multicollinearity between independent variables, with a tolerance value of both variables of 1,000 (greater than 0.10) and a VIF value of 1,000 (less than 10), as shown in Table 4. The heteroscedasticity test using the Glejser test showed a significance value of Workload of 0.838 and Physical Work Environment of 0.729, both greater than 0.05, so that the regression model was declared free of heteroscedasticity symptoms. The autocorrelation test with Durbin-Watson yielded a value of 2.626 which was in the range with no definite conclusions according to Sugiyono's guidelines, but close to the range of no autocorrelation (1.550–2.460), so the regression model was still declared worthy of further interpretation.

Table 4. Results of Multicollinearity Test and Heteroscedasticity Test (Glejser)

Variable	Tolerance	VIVID	Sig. Glejser	Remarks
Workload (X1)	1,000	1,000	0,838	Symptom-free
Physical Work Environment (X2)	1,000	1,000	0,729	Symptom-free

Source: SPSS Output 27, 2025 (processed)

The Effect of Workload on Employee Performance

The results of the simple linear regression analysis between workload (X1) and employee performance (Y) resulted in a regression equation $Y = 38.751 + 0.133X1$, which means that if the workload variable is constant or zero, then the employee performance value is at 38.751, and every addition of one point to the workload variable will increase employee performance by 0.133 points. The value of the correlation coefficient between workload and employee performance was obtained at 0.675 which is in the interval of 0.60 to 0.799, so it can be interpreted that the two variables have a strong level of relationship. The value of the determination coefficient was obtained as 0.456 or equivalent to 45.6%, which means that the workload variable was able to explain 45.6% of the variation that occurred in employee performance, while the remaining 54.4% was explained by other variables that were not included in this study model. The results of partial hypothesis testing through the t-test showed a calculated t-value of 6.355 which was greater than the table t-value of 1.692, accompanied by a significance probability value of 0.000 which was smaller than 0.05, so it can be concluded that H_0 was rejected and H_1 was accepted, which means that the workload has a positive and significant effect on the performance of DKM Al-Hidayah Mosque employees.

Table 5. Results of Simple Linear Regression, t-Test, and Workload Determination Coefficient (X1) on Employee Performance (Y)

Parameters	Value	Parameters	Value
Constant (a)	38,751	R (Correlation)	0,675
Coefficient b (X1)	0,133	R Square	0,456
t count	6,355	t table	1,692
Sig.	0,000	Contributions	45,6%

Source: SPSS Output 27, 2025 (processed).

Regression equation: $Y = 38.751 + 0.133X1$; t count (6.355) > t table (1.692) and Sig. (0.000) < 0.05, then H_0 is rejected and H_1 is accepted.

The Influence of the Physical Work Environment on Employee Performance

The results of a simple linear regression analysis between the physical work environment

(X2) and employee performance (Y) resulted in a regression equation $Y = 8.714 + 0.613X_2$, which means that every single point addition to the physical work environment variable will increase employee performance by 0.613 points. The value of the correlation coefficient between the physical work environment and employee performance was obtained at 0.765 which is in the interval of 0.60 to 0.799, so it can be interpreted that the two variables also have a strong relationship, even slightly stronger than the relationship between workload and employee performance. The value of the determination coefficient was obtained at 0.585 or equivalent to 58.5%, which means that the physical work environment variable was able to explain 58.5% of the variation that occurred in employee performance, while the remaining 41.5% was explained by other variables outside this research model. The results of partial hypothesis testing through the t-test showed a calculated t-value of 8.746 which was greater than the table t-value of 1.692, accompanied by a significance probability value of 0.001 which was smaller than 0.05, so it can be concluded that H_0 was rejected and H_2 was accepted, which means that the physical work environment has a positive and significant effect on the performance of DKM Al-Hidayah Mosque employees.

Table 6. Results of Simple Linear Regression, t-Test, and Physical Work Environment Determination Coefficient (X2) on Employee Performance (Y)

Parameters	Value	Parameters	Value
Constant (a)	8,714	R (Correlation)	0,765
Coefficient b (X2)	0,613	R Square	0,585
t count	8,746	t table	1,692
Sig.	0,001	Contributions	58,5%

Source: SPSS Output 27, 2025 (processed).

Regression equation: $Y = 8.714 + 0.613X_2$; t count (8.746) > t table (1.692) and Sig. (0.001) < 0.05, then H_0 is rejected and H_2 is accepted.

The Simultaneous Effect of Workload and Physical Work Environment on Employee Performance

The results of multiple linear regression analysis between workload (X1) and physical work environment (X2) together on employee performance (Y) resulted in a regression equation $Y = 11.380 + 0.144X_1 + 0.613X_2$, which shows

that the two independent variables both contribute positively to employee performance improvement, with a relatively greater contribution to the physical work environment than the workload. The value of the double correlation coefficient was obtained at 0.766 which was in the interval of 0.60 to 0.799, so it can be interpreted that the two independent variables together have a strong relationship with employee performance. The determination coefficient value was obtained at 0.587 or equivalent to 58.7%, which means that the workload and physical work environment were simultaneously able to explain 58.7% of the variation in employee performance, while the remaining 41.3% was influenced by other factors that were not studied in this study, such as work motivation, compensation, leadership, and job satisfaction. The results of simultaneous hypothesis testing through the F test showed a calculated F value of 22,700 which was much greater than the F value of the table of 3.28, accompanied by a significance probability value of 0.000 which was smaller than 0.05, so it can be concluded that H_0 was rejected and H_3 was accepted, which means that the workload and physical work environment simultaneously had a positive and significant effect on the performance of DKM Al-Hidayah Mosque employees in the field of Social Assistance, Education and Disasters Pamulang South Tangerang.

Table 7. Multiple Linear Regression Results of Workload (X1) and Physical Work Environment (X2) on Employee Performance (Y)

Models	Coefficient B	t count	Sig.
(Constant)	11,380	1,271	0,213
Workload (X1)	0,144	-0,335	0,740
Physical Work Environment (X2)	0,613	6,727	0,000

Source: SPSS Output 27, 2025 (processed). Multiple regression equation: $Y = 11.380 + 0.144X_1 + 0.613X_2$.

Table 8. Simultaneous Correlation Coefficient, Coefficient of Determination, and F Test (ANOVA)

Parameters	Value	Parameters	Value
R (Double Correlations)	0,766	F count	22,700
R Square (KD)	0,587	F Table	3,28
Contributions	58,7%	Sig.	0,000

Source: SPSS Output 27, 2025 (processed). F count (22.700) > F table (3.28) and Sig. (0.000) < 0.05,

then H_0 is rejected and H_3 is accepted; Workload and Physical Work Environment simultaneously have a significant effect on Employee Performance.

Discussion

The finding that workload has a positive and significant effect on employee performance gives an idea that in the context of the DKM Al-Hidayah Mosque, the workload given to employees is actually perceived as a form of trust and responsibility that encourages work morale, as long as the load is still within reasonable limits and in accordance with the capacity of each individual. These findings are in line with the results of research on finance companies which also found that workload has a positive influence on employee performance when accompanied by proper time and resource management (Aspita & Edastama, 2023). In line with research in the occupational safety services sector which confirms that proportionate workload management contributes to improving employee performance in a sustainable manner (Kamawati & Sari, 2024). However, this finding is different from a number of other studies that have found a negative influence between workload and employee performance, as found in research in the convection sector which shows that excessive workload actually reduces the quality of employee work results (Ardelia et al., 2023). This difference in the direction of influence indicates that the impact of workload on performance is highly dependent on how the load is managed and distributed by the organization's management.

The finding that the physical work environment has a greater effect on employee performance than the workload, with a contribution of 58.5%, confirms the importance of the quality of physical facilities in supporting employee productivity in socio-religious organizations. These findings are consistent with the results of research in health care institutions which show that physical and non-physical work environments have a significant influence on employee performance (Kadir & Mazati, 2022). These results also reinforce the findings of research in the distribution services sector which states that a conducive work environment contributes to significantly improving employee performance (Hartati et al., 2020). Given that the results of the pre-survey show that 80% of DKM Al-Hidayah Mosque employees consider the lighting of the workspace to be insufficient, the findings of this study provide a strong empirical

justification that the improvement of physical facilities such as lighting, air circulation, and workspace comfort needs to be the top priority of the DKM management in an effort to improve the performance of its employees in an ongoing manner.

The finding that workload and physical work environment simultaneously have a significant effect on employee performance, with a combined contribution of 58.7%, confirms that the two variables complement each other in shaping employee performance as a whole and cannot be separated from each other in human resource management practices. These findings are in line with research in the Islamic banking sector which shows that workload and work environment together have a positive and significant influence on employee performance (Firjatullah et al., 2023). This contribution of 58.7% is also relatively high when compared to research on other for-profit organizations, which indicates that employees in socio-religious organizations tend to be more sensitive to the conditions of their workload and the physical environment in which they work, likely because of the emotional attachment and spiritual values inherent to their work as community servants. The remaining contribution of 41.3% that is not explained by the two variables of this study opens up space for further research to examine other variables such as spiritual motivation, leadership of mosque administrators, non-material compensation, and religious commitment of employees as additional factors that have the potential to affect employee performance in similar organizations.

Overall, the results of this study provide important practical implications for the management of the DKM Al-Hidayah Mosque in formulating a more humane and employee-oriented human resource management policy. Administrators need to ensure that the distribution of workload is carried out proportionally according to the capacity of each employee, as suggested in the indicator of work conditions that obtained the lowest score in this study, so as not to cause mental pressure that can reduce work productivity. In addition, improvements to physical facilities such as lighting, air circulation, and workspace comfort need to be carried out periodically considering that facility indicators also obtain the lowest scores on the physical work environment variable. These improvement measures are expected to improve employee

performance in a sustainable manner, so that the quality of social services, education, and disaster response provided by the Al-Hidayah Mosque DKM to the people of Pamulang South Tangerang can continue to improve from time to time.

CONCLUSION

Based on the results of data analysis and discussion that has been described, this study concludes three main findings. First, the workload has a positive and significant effect on the performance of employees of the Al-Hidayah Mosque DKM in the field of Social Assistance, Education and Disaster Pamulang, South Tangerang, with a contribution of 45.6%. Second, the physical work environment has a positive and significant effect on employee performance with a contribution of 58.5%, which shows that the quality of physical facilities has a more dominant role than workload in shaping employee performance in this organization. Third, workload and physical work environment simultaneously had a positive and significant effect on employee performance with a combined contribution of 58.7%, while the remaining 41.3% was influenced by other variables outside this research model. These findings make a theoretical contribution to the development of human resource management studies in socio-religious organizations, as well as provide practical recommendations for DKM administrators to improve the management of workload and physical work environment facilities to improve the quality of services to the community. Further research is suggested to expand the scope of research variables, increase the number of samples, and compare findings with other socio-religious organizations so that the results of the study can be generalized more widely.

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