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The Influence of Work Environment and Career Development on Employee Performance at PT Astra International Tbk

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INFO ARTIKEL	ABSTRACT
<p>Submitted: 2026-01-05 Revised: 2026-01-03 Accepted: 2026-02-04 Published: 2026-03-02</p> <p>Keywords Workload, Working conditions, Professional advancement, and Performance</p>	<p>The goal of this study was to examine the impact of workload, work environment, and career development on PT Astra International Tbk employee performance. This study's population was only PT Astra International Tbk employees, and the sample size was 96 employees. This research approach collects primary data through the use of a questionnaire. Data processing findings include a description of the respondent's identity, variable descriptions, validity test results, reliability test results, F test results, coefficient of determination (R²) test results, and hypothesis testing results. According to the study's findings, workload has a positive and substantial impact on employee performance, work environment has a favourable and major impact on employee performance, and career development has a positive and significant impact on employee performance.</p>
<p>Kata Kunci Beban kerja, kondisi kerja, kemajuan profesional, dan kinerja.</p>	<p>Tujuan penelitian ini adalah untuk menguji pengaruh beban kerja, lingkungan kerja, dan pengembangan karier terhadap kinerja karyawan PT Astra International Tbk. Populasi penelitian ini hanya karyawan PT Astra International Tbk, dengan jumlah sampel 96 karyawan. Pendekatan penelitian ini mengumpulkan data primer melalui penggunaan kuesioner. Hasil pengolahan data meliputi deskripsi identitas responden, deskripsi variabel, hasil uji validitas, hasil uji reliabilitas, hasil uji F, hasil uji koefisien determinasi (R²), dan hasil pengujian hipotesis. Menurut hasil penelitian, beban kerja memiliki pengaruh positif dan substansial terhadap kinerja karyawan, lingkungan kerja memiliki pengaruh yang baik dan besar terhadap kinerja karyawan, dan pengembangan karier memiliki pengaruh positif dan signifikan terhadap kinerja karyawan.</p> <p style="text-align: right;">Copyright © 2025, Khoiriyah, et al This is an open access article under the CC-BY-SA license</p> 

INTRODUCTION

Every firm expects distinct activities from its employees since outstanding personnel provide the most to the organisation. Furthermore, outstanding personnel might increase corporate performance. Human Resources (HR) is critical for every business because it can directly help increase productivity by finding better and more efficient ways to achieve business goals, and it can also indirectly improve the quality of business performance, so that well-organized HR can create a competitive advantage in business.

According to (Mangkunegara, 2011), work performance is the consequence of a representative executing his commitments in line with the responsibilities assigned to him. To achieve their best, organisations must focus on the health of their human resources, given that the human body is



designed to be able to accomplish everyday job duties with a load that weighs nearly half of the body weight, allowing a person to move the body and work.

To get the best results, organisations should concentrate on a few aspects of human asset circumstances that might impact worker execution, such as the primary variables that drive representative execution, notably responsibility. Tarwaka (2011) defines responsibility as a situation in which the work assigned to him must be done within a specific time frame.

Companies must understand each employee's workload in order for the company's goals to meet the expected outcomes. Burnout can occur when the task is too heavy or surpasses the employee's capacity. Sugiharjo and Aldata (2018), Ulum et al. (2023), Santoso and Widodo (2022), Jayanti and Paryanti (2022), and Zain et al. (2022) conducted empirical studies to examine the effect of workload on employee performance and discovered that workload has a positive and significant effect on employee performance. According to Tjiabrata et al. (2017) research on the installation of representatives. According to Tjiabrata et al. (2017) testing, overall responsibility has an influence on worker implementation. Meanwhile, Ahmad et al. (2019) discovered that accountability has a considerable impact on worker implementation. The workplace is the second most important element influencing employee performance. According to Sedarmayanti (2001), the workplace is something that surrounds workers and might impact their ability to do prescribed duties. The workplace allows representatives to undergo activities that will allow them to work in line with organisational assumptions. A poor working environment, on the other hand, might reduce worker performance.

Lukito and Alriani (2019), Sihaloho and Siregar (2020), Djamil and Zaenudin (2018), Siagian and Khair (2018), Tjiabrata et al. (2017), and Surjosuseno (2015) conducted empirical studies to examine the effect of the work environment on employee performance and discovered that the work environment has a positive and significant effect on employee performance. Meanwhile, Paita et al. (2015) discovered that the work environment has a direct impact on employee performance. According to the study results acquired from Sahlan et al. (2015), Syardiansah and Utami (2019), and Sudiarso (2022), the work environment has no substantial influence on employee performance.

Professional growth is the third element that influences employee performance. Professional development offers several benefits to the profession that has been nurtured, which greatly assists individuals in adopting responsibilities in the future. According to Martoyo (2007), career advancement is a state that implies an extension of the scenario for individuals in an organisation in a way that has previously been specified by the profession in the organisation concerned. Lakoy (2013), Nasution et al. (2018), Dewi and Utama (2016), and Muna and Isnowati (2022) did

observational study to evaluate the influence of increasing vocation on worker execution and discovered that higher vocation has an effect on worker execution. According to Harlie's (2012) research, overall vocational progress has an influence on worker execution. According to the research gap discovered by Putri and Frianto (2019), increasing or decreasing vocational advancement has no effect on representative performance.

METHODS

The employees of PT Makassar Indah Graha Sarana , which is located in Road. Yos Sudarso No. 225 B Makassar City, South Sulawesi , are the subject of this study. The sample size for this study was 96 personnel, 54 males and 46 women. In this study, the data is in the form of primary data, which is gathered directly through the data collecting medium utilised, namely questionnaire data. In this study, a non-probability sampling strategy using a purposive sampling approach was applied. Purposive sampling is a sampling technique used with workers who have worked for at least one year. Furthermore, data processing is performed with data processing outcomes in the form of respondent descriptions, variable descriptions, validity test results, reliability test results, F test results, coefficient of determination (R²) test results, and hypothesis testing findings.

RESULTS AND DUSCUSSION

1. Workload Influence on Employee Performance

Workload has a positive and significant effect on employee performance at PT Makassar Indah Graha Sarana , implying that the workload at PT Astra International Tbkis not burdensome for employees, but rather a challenge to get the job done as well as possible, allowing employees to work comfortably and without feeling burdened. This is backed by the fact that the majority of employees are males with a tenure of 1 to 5 years, although this ink raw material production firm desperately requires stronger male labour, therefore the workload at the company becomes a struggle for employees who are still young. Even if there is a job shift as a result of repositioning, for example, employees perceive the change as a new task to accomplish successfully and may adapt rapidly to alter their work. Then, time constraints in completing the work make employees feel that limited time is also a challenge in doing the job, such as inputting the stock of raw material goods that come out, which is a job that must be completed on time in the company, because if it is late to input, the next raw material stock will not be in regular supply. Tjiabrata et al. (2017), Sugiharjo and Aldata (2018), Ulum et al. (2023), Santoso and Widodo (2022), Jayanti and Paryanti (2022), and Zain et al. (2022) all found that workload had a favourable and substantial influence on employee performance.

1. The Impact of the Workplace on Employee Performance

The work environment has a favourable and substantial influence on employee performance at PT Makassar Indah Graha Sarana , which means that employees feel comfortable and safe at work. these sensation of ease has a significant impact on employee performance, thus situations like these can help employees accomplish their task optimally. The cleanliness and tidiness of the employee's workspace can be considered as a comfortable work environment by keeping the workplace clean, and there is a cleaning service (CS) that always cleans every workspace of corporate employees. Then, the social environment conditions provide a sense of comfort both between employees and superiors, namely by maintaining good and harmonious relationships, which also supports good working relationships to help each other and cooperate in completing team and individual work. According to Lukito and Alriani (2019), Sihaloho and Siregar (2020), Siagian and Khair (2018), Tjiabrata et al. (2017), Paita et al. (2015), Djamil and Zaenudin (2018), and Surjosuseno (2015), the work environment has a positive and significant effect on employee performance.

2. Employee Performance and Career Development

At PT Makassar Indah Graha Sarana , career development has a good and substantial effect on employee performance, which means that employees have complete support in terms of developing their careers in the organisation to achieve higher career levels in the future. This is supported by the majority of its employees' most recent education, namely high school / vocational high school education and undergraduate education (S1 / S2 / S3) with a length of work of 1 to 5 years, where the majority of employees have full work enthusiasm to support a higher career during that phase. In creating a career, the firm considers its employees' formal education in order for them to be able to hold the position that the company desires. Aside from formal schooling, it appears that the firm is also founded on strong work assessments and the presence of job experience to make it simpler to support future professions, so that it can be believed that employees have mastered how to operate in their respective sectors. Furthermore, employee work quality is very important in employee performance because it can measure an employee's ability to produce good performance for the company, such as employees maintaining their accuracy when producing ink raw materials in order to produce the best quality goods and minimise existing errors.

CONCLUSION

Based on the findings of this study and debate, the following conclusions are reached:

1. The workload variable has a positive and substantial influence on the performance of PT Astra International Tbkemployees, which means that as the workload increases, so will employee performance.
2. The work environment variable has a positive and substantial influence on the performance of PT Astra International Tbkemployees, implying that if the work environment is enhanced further, employee performance would improve.
3. The career development variable has a positive and substantial influence on the performance of PT Astra International Tbkemployees, implying that as career development improves, employee performance improves significantly.

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