
**WORKLOAD, WORK ENVIRONMENT, ORGANIZATIONAL CULTURE AND
ITS INFLUENCE ON THE PERFORMANCE OF INDONESIAN MIGRANT
WORKERS IN KOPERASI LADANG BERHAD, TERENGGANU**



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Abstract

Companies in Malaysia employ a significant number of Indonesian workers, such as cooperatives, which play a crucial role in the palm oil business in Malaysia. Cooperatives are also growing, particularly in the palm oil plantation and farming sectors. However, Indonesian migrant workers' performance is still suboptimal. Factors that contribute to worker performance need to be addressed as a means of

improvement. Comprehensive research on the influence of workload, work environment, and organizational culture on worker performance of Indonesian Migrant Workers in Malaysia, with a case study of cooperatives, namely Indonesian Migrant Workers at Koperasi Ladang Berhad, Terengganu involving all of these variables has not been studied before. This study examines the effects of workload, work environment, and organizational culture on the performance of Indonesian migrant workers at Koperasi Ladang Berhad, Terengganu. A quantitative approach was employed, utilizing a saturated sampling technique through the distribution of questionnaires to all 68 Indonesian migrant workers at the organization. Researchers used multiple linear regression data analysis with data tabulation through SPSS 27. The study found that, individually, workload has a negative and significant effect on worker performance, while both work environment and organizational culture have positive and significant effects. Collectively, workload, work environment, and organizational culture significantly influence worker performance. The coefficient of determination indicates that 91.4% of the variance in worker performance can be explained by these three variables, with the remaining 8.6% attributable to factors outside the research model. These findings may serve as a reference for researchers, business practitioners, and stakeholders, and further research in other sectors is recommended.

Keywords: Employee Performance, Job Performance, Palm Oil, Plantation Cooperatives, Worker Performance

INTRODUCTION

In any organization or company, the role of human resource (HRM) management is crucial. This is evident because without human resources, an organization would be impossible to operate. HR is also a key determinant of a company's development. A company is inextricably linked to resources, both human and natural. HR growth will occur if the company can provide support and encouragement to its workforce.

Every organization will always strive to improve the performance of its workforce, hoping to achieve its goals. Employee capability is reflected in performance; good performance is optimal. Employee performance is one of the assets an organization needs to achieve its objectives, making employee performance a key focus for organizational leaders.

The term workforce performance encompasses worker performance, employee performance, and job performance. Employee performance is the result of their work, measured both in terms of quality and quantity of work for which they are responsible (Samudi et al., 2023). Worker performance reflects how well employees perform their functions and plays a vital role in organizational success. Therefore, assessing performance helps identify ways to improve employee productivity and quality. High or low worker performance can be measured by several indicators, including quantity, quality, responsibility, initiative, time discipline, and ability to work together (Hasibuan, 2023).

One way to improve worker performance is to pay attention to workload. Excessive workload can cause tension within a person, leading to stress. This can be caused by the skill level being too high, the work pace being too fast, the work volume being too high, and so on (Sunyoto, 2012).

Worker performance is influenced by factors such as workload, worker skills, knowledge level, organizational culture, job satisfaction, work environment, organizational leadership, employee commitment, and employee discipline (Putri & Bahri, 2023). These factors tend to be diverse, both internal and external. Dominant factors include workload, organizational culture, and the work environment. Workload is a key determinant of worker performance because it directly affects productivity, efficiency, and employee psychological well-being.

The workload borne by a worker can affect the quality of work results if it is assessed too high with the number of tasks assigned and the time target is too urgent, so that in the end, it will affect the extent to which they are able to achieve work targets effectively. If the workload is too heavy, performance tends to decline because many targets are not achieved, while a load that is too light is also not optimal because the worker's potential is not fully utilized, so that workload balance is the main requirement for creating maximum performance (Hasnah et al., 2018).

Previous studies have shown that perceived workload significantly impacts worker performance. Workload significantly impacts worker performance (Tjiabrata et al., 2017; Hasibuan et al., 2022). Workload negatively impacts employee performance (Hasibuan, 2023). Workload significantly impacts employee performance (Ihazardian & Suwitho, 2024). Workers who are stressed due to a high workload without the necessary skills ultimately experience lower performance. However, this contrasts with the fact that workload has no significant impact on employee performance (Prasetya & Ridwan, 2025). The workload demonstrates a negative, but statistically insignificant, effect on employee performance (Ilham et al., 2021). Furthermore, the perceived workload exerts a positive and significant influence on worker performance (Hasnah et al., 2018; Nabawi, 2019; Omela et al., 2021; Alfida & Widodo, 2022; Putra et al., 2023; Rahmat & Christina, 2024; Latupapua et al., 2025), because workers who are given a greater workload, but still within their capacity, tend to perform better.

A contributing factor to worker performance, in addition to workload, is the work environment. The work environment is also a determining factor in worker performance. The work environment is all the conditions surrounding the work, both physical and non-physical, that can influence a worker's performance (Nabawi, 2019). Companies are expected to create a conducive work environment, as a comfortable work environment will help improve worker performance. The work environment is where workers carry out their daily work. A good work environment can provide a sense of comfort and peace and encourage workers to perform optimally.

Previous research has demonstrated a positive and significant effect of the work environment on employee performance (Fachreza et al., 2018; Alfida & Widodo, 2022; Oktavia & Fernos, 2023; Ihazardian & Suwitho, 2024). Contradictory findings have also been reported, indicating that the work environment does not have a significant effect on employee performance (Sahlan et al., 2015; Samudra et al., 2023; Nabawi, 2019; Barus & Risal, 2023).

Organizational culture significantly influences employee performance. It can be defined as a system of values and norms within an organization that provides behavioral guidelines, shaping attitudes, behaviors, and integrity among employees in alignment with the organization's vision and mission (Kuswati, 2020). Organizational culture comprises principles, values, traditions, and attitudes that affect the actions of organizational members (Robbins & Judge, 2013). Organizational culture enhances employee performance by

fostering shared values that promote comfort in the workplace, as well as increased commitment and loyalty to the organization (Falilah & Wahyono, 2019).

Research on organizational culture, Sumaki et al. (2015), found that organizational culture positively influences employee performance. Similarly, Samudi et al. (2023) and Alfariz et al. (2025) reported a significant effect of organizational culture on employee performance. Furthermore, Fachreza et al. (2018), Kuswati (2020), and Prasetya and Ridwan (2025) demonstrated that organizational culture exerts both a positive and significant impact on employee performance. Contrary to these findings, other researchers found evidence that high worker performance is influenced by poor organizational culture/low level of implementation (Khoregia et al., 2023). This means that an organizational culture that has been running well is considered too strict, lacks freedom, and even becomes more oppressive at work, thus causing worker performance to decline. Mewahaini & Sidharta (2022), Tutu et al. (2022), and Pardi et al. (2024) found that organizational culture does not affect employee performance. Similarly, Barus and Risal (2023), Putra and Wildan (2023), and Latupapua et al. (2025) reported no significant effect of organizational culture on employee performance. Irawati et al. (2021) stated that organizational culture has a negative and insignificant effect on performance.

These previous studies indicate a research gap (differences in research results between variables in each previous study), making it interesting to conduct further research on the factors of workload, work environment, and organizational culture on worker performance. The research was conducted on Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu.

Companies in Malaysia that absorb a significant amount of labor from Indonesia, such as the Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu, consider the level of performance of their workers important because they are the spearhead of the company's operational success. Koperasi Ladang Berhad, Terengganu, plays a vital role in the palm oil business in Malaysia, one of the world's largest palm oil producers. Cooperatives are also growing, particularly in the oil palm plantation and farming sectors. However, the performance of Koperasi Ladang Berhad, Terengganu's workers, remains suboptimal. This is evident in several issues, such as a perceived heavier workload compared to working at the city headquarters, a more challenging work environment on a plantation, and an organizational culture that must be adapted, differing from conditions in Indonesia.

The pre-survey was conducted to identify issues contributing to poor worker performance. Factors that contribute to high or low worker performance that need to be improved as remedial measures include: reducing workloads, improving the work environment to encourage future performance improvements, and firmly implementing organizational culture for all employees.

This study examines the effects of workload, work environment, and organizational culture on worker performance. To date, no comprehensive research has investigated the influence of these variables on the performance of Indonesian Migrant Workers in Malaysia, specifically within cooperatives such as Koperasi Ladang Berhad, Terengganu.

RESEARCH METHOD

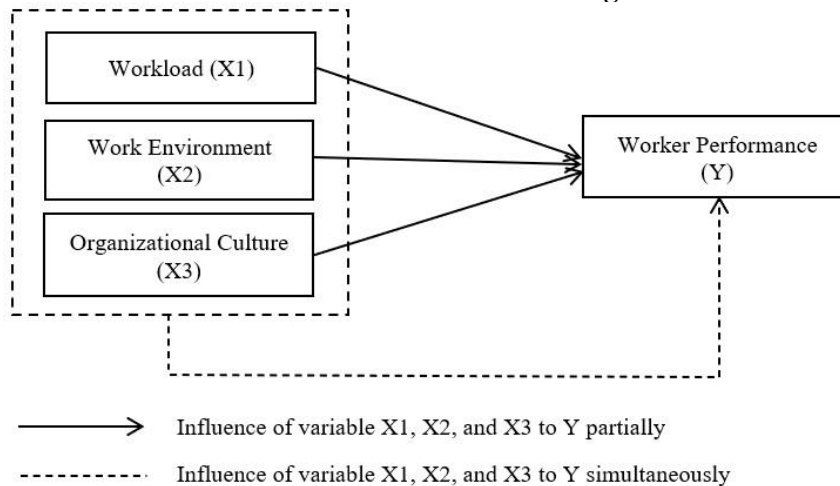
A descriptive and verification research method was employed, utilizing a quantitative approach. The subjects involved were Indonesian migrant workers at Koperasi Ladang Berhad in Terengganu. Population and sample: This study uses saturated sampling (census),

namely the Indonesian Migrant Workers at Koperasi Ladang Berhad, Terengganu, totaling 68 people. Research variables: In this study, the dependent variable is Worker Performance (Y), and the independent variables are Workload (X1), Work Environment (X2), and Organizational Culture (X3).

Data collection techniques: A questionnaire was administered to 68 Indonesian migrant workers employed at Koperasi Ladang Berhad, Terengganu. Responses were measured using a five-point Likert scale with the following options: not high (1), less high (2), relatively high (3), high (4), and very high (5). Data analysis was conducted using multiple linear regression, and data processing was performed with SPSS version 27. Questionnaire responses were analyzed and summarized by reporting the influence level of each variable, as determined by hypothesis testing.

Conceptual Framework: The conceptual framework guiding this research is outlined below.

Figure 1.
Framework of Thought



Workload is an extrinsic factor that influences worker performance. Workload is the tasks assigned to workers to be completed within a specific timeframe, utilizing their skills and potential (Munandar 2011). Excessive workloads can lead to physical and psychological fatigue, as well as emotional reactions. If the workload is too heavy, it can impact worker performance in the organization or company (Eni et al., 2022).

Previous studies found a significant correlation between workload and worker performance (Atika et al., 2023). There was a significant negative effect of workload on worker performance (Ihzardian & Suwitho, 2024). This means that workers who are stressed due to a high workload but unable to meet targets ultimately suffer from decreased work enthusiasm and performance levels. Based on this, the researchers proposed the following research hypothesis:

H₁: Workload has a negative and significant influence on worker performance.

The work environment encompasses both the physical and non-physical aspects of the workplace, which can contribute to a pleasant, safe, calming, and comfortable atmosphere, among other qualities (Supardi, 2003). Consequently, an improved work environment is associated with enhanced worker performance.

Prior research indicates that the work environment exerts a positive and significant influence on worker performance (Ilham et al., 2021; Nurcahyo & Indradewa, 2022; Rahmat & Christina, 2024). Accordingly, the following research hypothesis is proposed:

H₂: Work environment has a positive and significant influence on worker performance.

The work environment is the totality of tools and materials encountered; organizational culture plays a significant role in encouraging productive work behavior and improving individual performance within the organization. Furthermore, organizational culture has a positive influence on employee performance (Khoregia et al., 2023). Organizational culture has a positive and significant impact on employee performance (Kosasih, 2019; Ilham et al., 2021; Mannan, 2021; Omela et al., 2021; Nurcahyo & Indradewa, 2022; Putra & Nasution, 2024; Pratiwi et al., 2025). Based on this, the researchers proposed the following research hypothesis:

H₃: Organizational culture has a positive and significant influence on worker performance.

Workload results from the interaction among task demands, the work environment, coworker dynamics, worker skills, behaviors, and individual perceptions (Hannani & Ilyas, 2016). Situational constraints, including factors such as noise, office furniture, ventilation, and lighting, represent key work environment conditions that negatively affect job performance and therefore require increased attention (Al-Omari & Okasheh, 2017).

A positive work environment, alongside a constructive organizational culture, facilitates the orderly and efficient completion of tasks (Bhadana et al., 2022). Organizational culture represents a primary factor influencing employee performance. Improvements in organizational culture are associated with enhanced employee performance, while a decline in organizational culture can negatively impact employee performance, the work environment, and workload (Ilham et al., 2021).

Previous researchers found a significant simultaneous influence between workload and work environment variables on employee performance (Tjiabrata et al., 2017). Workload, work environment, and organizational culture simultaneously influence employee performance (Ilham et al., 2021; Barus & Risal, 2023). Simultaneously, organizational culture, workload, and work environment significantly influence employee performance (Prasetya & Ridwan, 2025). Based on this, the researchers proposed the following research hypothesis:

H₄: Workload, work environment, and organizational culture simultaneously have a significant influence on worker performance.

RESULTS AND DISCUSSION

Multiple Linear Regression

This study examines the influence of Workload (X₁), Work Environment (X₂), and Organizational Culture (X₃) on Worker Performance (Y). Data analysis is conducted using multiple linear regression to determine the effects of the independent variables (Workload, Work Environment, and Organizational Culture) on the dependent variable (Worker Performance). Respondents' questionnaire responses are tabulated for analysis. Calculations are performed using the SPSS 27 software, as shown in the following table:

Table 1.
Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	29.228	17.244	
Workload	-1.181	.286	-.330
Work Environment	.637	.139	.243
Organizational Culture	1.071	.187	.459

Source: SPSS 27 (2025)

The data analysis presented in Table 1 yields the following regression equation: $Y = 29.228 - 1.181X_1 + 0.637X_2 + 1.071X_3$. This result indicates that the variables Workload (X1), Work Environment (X2), and Organizational Culture (X3) on the Worker Performance (Y) variable on the workforce of Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu.

The regression equation indicates that the coefficient for Worker Performance (Y) is 29.228. This value suggests that, when Workload (X1) is held constant, Work Environment (X2), and Organizational Culture (X3) = 0 or *ceteris paribus*, then Worker Performance (Y) will be worth 29.228. The Workload (X1) coefficient is -1.181, meaning that if Workload increases by one unit, then Worker Performance (Y) will decrease by -1.181, or Worker Performance will be more optimal.

The coefficient for Work Environment (X2) is 0.637, indicating that a one-unit increase in Work Environment is associated with a 0.637 increase in Worker Performance (Y). Similarly, the coefficient for Organizational Culture (X3) is 1.071, suggesting that a one-unit increase in Organizational Culture corresponds to a 1.071 increase in Worker Performance (Y).

The correlation coefficient (R) assesses the strength of the relationship between independent and dependent variables. A higher R value signifies a more appropriate regression model, as it reflects a greater proportion of the total variation in the dependent variable explained by the model. The determination coefficient (R²) quantifies the extent to which Workload (X1), Work Environment (X2), and Organizational Culture (X3) account for variations in Worker Performance (Y), provided that the *F test* in the regression analysis demonstrates statistical significance.

The results for the coefficient of determination and correlation are presented in the following table:

Table 2.
Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.956 ^a	.914	.910	2.594

Source: SPSS 27 (2027)

The R-column displays a value of 0.956, which represents the correlation coefficient. This coefficient quantifies the strength of the association between the dependent and independent variables. A value of 0.956 is considered to indicate a very strong correlation. Therefore, the variables Workload, Work Environment, and Organizational Culture collectively exhibit a very strong association with Worker Performance.

The R Square value, also known as the coefficient of determination, indicates the proportion of variance in the dependent variable that is accounted for by the independent variables. In this study, the coefficient of determination (R Square) is 0.914, indicating that Workload, Work Environment, and Organizational Culture collectively account for 91.4% of the variance in Worker Performance. The remaining 8.6% is attributed to other variables not examined in this research. An R Square value greater than 50% suggests that the independent variables have a substantial influence on the dependent variable. When more than two independent variables are included, the Adjusted R Square value is preferred. With three independent variables in this analysis, the Adjusted R Square is also 0.914.

Model Accuracy Test (F Test)

The *F test* assesses whether all independent variables in the model collectively have a statistically significant effect on the dependent variable, as indicated by a significance level less than 0.05. The procedure for obtaining the *F value* using SPSS 27 is as follows:

Table 3.
Estimated F Values

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4571.762	3	1523.921	226.543	.000 ^a
	Residual	430.518	64	6.727		
	Total	5002.279	67			

Source: SPSS 27 (2025)

The feasibility of the regression model is assessed using the *F Test*, which serves as a simultaneous test to determine the model's suitability. A model is considered feasible if it adequately explains the influence of independent variables on the dependent variable. The criteria for decision-making in the *F Test* are based on the significance level, as outlined below:

An *F value* less than 0.05 indicates rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1), demonstrating that all independent variables collectively exert a significant effect on the dependent variable. In contrast, an *F value* greater than 0.05 results in acceptance of H0 and rejection of H1, suggesting that the independent variables do not have a significant collective effect on the dependent variable.

Table 3 presents the results of the *F Test*. The *F* probability value, shown in the last column (Sig.), is 0.000. Since 0.000 is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This finding indicates that the independent variables—Workload, Work Environment, and Organizational Culture—collectively exert a significant influence on the dependent variable, Worker Performance. Therefore, the estimated linear regression model is considered appropriate for explaining the influence of Workload, Work Environment, and Organizational Culture on Worker Performance.

t Test (Partial Test)

This test is conducted to assess whether the hypothesis is accepted or rejected. Hypothesis testing evaluates the effects of Workload, Work Environment, and Organizational Culture on Worker Performance. If the significance value is less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted.

Table 4.
Estimated t-Values

	Model	t	Sig.
1	(Constant)	1.695	.095
	Workload	-4.134	.000
	Work Environment	4.587	.000
	Organizational Culture	5.722	.000

Source: SPSS 27 (2025)

The decision criteria for the t-test are determined by the significance value. If the significance value exceeds 0.05, the null hypothesis (H0) is accepted, indicating that variable X does not have a significant effect on variable Y. Conversely, if the significance value is less than 0.05, the null hypothesis is rejected, suggesting that variable X has a significant effect on variable Y.

Table 4 indicates that the significance values for the Workload, Work Environment, and Organizational Culture variables are each 0.000. Since all three variables have significance values less than 0.05, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted. Therefore, Workload, Work Environment, and Organizational Culture each exert a significant influence on Worker Performance.

The Influence of Workload on Worker Performance

Workload refers to the total amount of work required, which may include extended working hours, high levels of work pressure, or substantial responsibility for assigned tasks. Reducing the factors contributing to workload can enhance worker performance, whereas increased workload may have the opposite effect (Koesomowidjojo, 2017).

Based on the results of the analysis that has been conducted, it shows a negative and significant effect of workload on worker performance in Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu. The description that workload has a negative and significant effect on worker performance is in line with the results of research conducted by Nurhidayat et al. (2025) and Hasibuan (2023) which stated that workload has a negative effect on employee performance. Dexter & Assa (2023) stated that workload has a significant effect, but has a negative result on employee performance. Indicating that the greater the workload, the more it will have an impact on decreasing employee performance.

The Influence of Work Environment on Worker Performance

The work environment is a crucial factor in improving worker performance and achievement. A good and supportive work environment can create a sense of comfort that encourages greater employee engagement. Conversely, a less than ideal and inadequate work environment can diminish employee morale, resulting in suboptimal performance, which can make it difficult for the company to achieve its stated goals and objectives.

The analysis results show that the work environment positively and significantly influences worker performance among Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu. This finding aligns with research conducted by Tjiabrata (2017) and Alfariz et al. (2025), which stated that the work environment significantly influences employee performance. Ferawati (2017) showed that the work environment has a positive influence on employee performance.

The work environment has a positive and significant impact on employee performance (Junaidi, 2018; Dexter & Assa, 2023; Putra et al., 2023; Prasetya & Ridwan, 2025). This indicates that a better work environment will improve employee performance (Dexter & Assa, 2023).

The Influence of Organizational Culture on Worker Performance

Organizational culture is a crucial factor in supporting employee performance within a company. It serves as a guideline for all employees in their behavior and work. Organizational culture provides an opportunity to develop human resources through attitudinal and behavioral changes that are expected to adapt to current and future challenges. Organizational culture is a long-standing practice that is used and defined in work activities as a driving force to support the quality of work by employees and company management (Fahmi, 2016). High employee performance is influenced by a strong organizational culture that is also implemented by its employees (Samudi et al., 2023).

The analysis results show that organizational culture positively and significantly influences worker performance among Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu. This finding aligns with research conducted by Kosasih (2019), Virgiawan et al. (2021), Oktavia & Fernos (2023), Putra et al. (2023), Putra & Nasution (2024), and Rahmat & Christina (2024), which states that organizational culture has a positive and significant effect on worker performance.

The Influence of Workload, Work Environment, and Organizational Culture on Worker Performance

Workload is an individual's assessment of the number of tasks or activities that require mental activity, such as remembering necessary things, concentrating, detecting problems, dealing with unexpected events, and making quick decisions related to their work. Workload is the appropriateness of the work targets given to complete a job. The influence of organizational culture and the work environment on worker performance can damage employee performance due to the existence of an inappropriate organizational culture and work environment, resulting in the failure to achieve organizational goals (Putra et al., 2023).

The results indicate that workload, work environment, and organizational culture collectively exert a significant influence on the performance of Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu. This outcome aligns with the findings of Prasetya and Ridwan (2025), who reported that organizational culture, workload, and work environment collectively have a significant impact on employee performance.

CONCLUSION

The multiple linear regression analysis indicates that workload, work environment, and organizational culture significantly influence worker performance among Indonesian Migrant Workers in Koperasi Ladang Berhad, Terengganu. Partial test analysis reveals that workload exerts a negative and significant effect on worker performance, while both work environment and organizational culture have positive and significant effects. Simultaneous testing further confirms that these three factors collectively have a significant impact on worker performance within this workforce.

Correlation coefficient analysis indicates a strong relationship between workload, work environment, and organizational culture and worker performance. The coefficient of determination demonstrates that changes in workload, work environment, and organizational culture account for variations in the performance of Indonesian Migrant Workers at Koperasi Ladang Berhad, Terengganu. The remaining variation is attributable to factors not examined in this study. Specifically, the coefficient of determination test reveals that 91.4% of the variance in worker performance is explained by these three variables, while the remaining 8.6% is due to other variables outside the research model.

This research may serve as a reference for researchers, business professionals, and stakeholders, and it is anticipated that future studies will be conducted across various sectors. The researcher expresses sincere gratitude to the Chancellor (Chairman of the Foundation's Board of Trustees), Rector, and LP3K of Universitas Djuanda, Bogor, for providing internal grant funding that enabled the successful completion of this research.

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