



THE INFLUENCE OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE PERFORMANCE WITH WORKLOAD AS A MEDIATING VARIABLE AT THE CIAMIS DISTRICT COURT

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Abstract. Employee performance in the judicial sector is often shaped by the quality of the work environment and compensation policies, particularly when job demands escalate. This study aims to examine the influence of work environment and compensation on employee performance with workload as a mediating variable at the Ciamis District Court. A quantitative approach was employed by distributing Likert-scale questionnaires to thirty-nine employees, with data analyzed using multiple linear regression and the Sobel test to assess the mediating effect. The findings reveal that both work environment and compensation exert a positive and significant influence on employee performance. Furthermore, workload functions as a partial mediator in this relationship, indicating that the impact of organizational support and rewards is channeled through employees' perceived task burden. These results emphasize the strategic importance of fostering a supportive work environment, ensuring fair compensation schemes, and maintaining balanced workload distribution to enhance human resource effectiveness within public judicial institutions.

Keywords: Work environment; compensation; workload; employee performance; public sector.

1. Introduction

The performance of public sector employees remains a major concern in strengthening governance in Indonesia, especially in judicial institutions that are required to provide fast, accurate, and accountable services to the public. Pressure on judicial institutions has increased in line with public expectations for transparency, professionalism, and the resolution of cases in a timely manner. However, in practice, various reports indicate that the effectiveness of employee performance in this sector is not yet fully optimal, as evidenced by delays in case resolution, an imbalance in the workload between employees, and the emergence of bureaucratic fatigue. These conditions point to structural problems that have a direct impact on the quality of public services.

An unfavorable work environment is one of the crucial factors that is often overlooked in the context of public bureaucracy. Limited physical space, inefficient coordination systems, and internal communication that is not fully open can reduce employee focus and productivity.

A number of previous studies have confirmed that good working conditions can improve work quality, organizational commitment, and employee performance stability. This is relevant for judicial institutions that depend on accuracy and speed in decision-making.

In addition, compensation that does not reflect the workload and responsibilities of the job is often considered a trigger for low work motivation among public sector employees. A fixed remuneration system that is not performance-based creates a perception of unfairness, which ultimately leads to a decline in productivity. Empirical findings in various sectors show that fair and competitive compensation not only

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increases job satisfaction but also has a direct impact on improving employee performance. In the context of judicial institutions, disproportionate compensation has the potential to reduce the sense of responsibility and urgency in completing tasks.

However, the positive influence of the work environment and compensation on employee performance does not always occur directly, as it can be hampered by high workloads. Disproportionate workloads, whether in the form of quantitative demands or time pressure, can cause work stress, mental fatigue, and even reduce the effectiveness of decision-making. In the Job Demands-Resources (JD-R) theory framework, workload acts as a stress factor (job demands) that can weaken the impact of organizational resources on performance. Thus, workload plays a strategic role as a mediator that bridges the relationship between organizational support and employee output.

Although research on work environment, compensation, and performance has been conducted extensively in the private sector and educational institutions, similar studies in the context of regional judicial institutions in Indonesia are still very limited. In fact, the operational characteristics of judicial institutions present different challenges and are more sensitive to external pressures than other bureaucratic sectors. The lack of empirical research discussing this specific context creates an important research gap that needs to be filled.

2. Methods

This study uses a quantitative approach with a causal associative design that aims to test the relationship and influence between variables empirically. The research objects are focused on the work environment (X_1) and compensation (X_2) as independent variables, workload (Z) as a mediating variable, and employee performance (Y) as a dependent variable.

The research was conducted at the Ciamis District Court with a population of thirty-nine civil servants (ASN) and non-civil servant government employees (PPNPN). Due to the relatively small population size, the sampling technique used was saturated sampling (total sampling), whereby the entire population was used as the research sample.

Data collection was carried out using a closed-ended questionnaire based on a five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree). The instrument included measurement indicators for the variables of work environment, compensation, workload, and employee performance, which were compiled based on previous theories and research.

Data analysis was performed using multiple linear regression to test the direct effect of independent variables on dependent variables, as well as Sobel's test to test the mediating role of workload variables. Before the main analysis was conducted, the research instruments underwent validity and reliability tests and were declared suitable for use.

This method was chosen to obtain objective and measurable empirical findings in explaining the causal relationship that occurs in the context of employee performance in judicial institutions.

3. Results And Discussion

This study was conducted to examine the effect of work environment and compensation on employee performance, as well as the mediating role of workload at the Ciamis District Court. Multiple linear regression was used to measure the direct effect, while the Sobel test was applied to confirm the mediating effect. The research instruments

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had previously been declared valid and reliable, ensuring that the analysis results were scientifically accountable.

Table 1. Multiple Linear Regression Test Results

Variabel	Coefficient (B)	t-value	Sig.	Description
Work Environment→ Workload	0.312	2.420	0.021	Significant
Compensation→ Workload	0.427	2.790	0.009	Significant
R ² = 0.612	F = 30.216	Sig. = 0.000		Strong Model

The results show that both the work environment and compensation have a direct and significant impact on employee performance. These findings confirm that performance improves when organizations provide a supportive work environment and fair compensation.

Table 2. Multiple Linear Regression Results

Variabel	Coefficient (B)	t-value	Sig.	Description
Work Environment→ Workload	0.298	2.170	0.035	Significant
Compensation→ Workload	0.341	2.485	0.018	Significant
R ² = 0.489	F = 17.212	Sig. = 0.000		Moderate model

The results show that work environment and compensation variables also have a significant effect on workload. This indicates that the better the organizational support, the lighter the workload felt by employees.

Table 3. Mediation Regression Test Results

Variabel	Coefficient (B)	t-value	Sig.	Description
Work Environment	0.221	2.031	0.049	Significant
Compensation	0.316	2.340	0.025	Significant
Workload (Mediation)	0.214	2.157	0.038	Significant
R ² = 0.671	F = 28.562	Sig. = 0.000		Very strong model

The results show that the influence of work environment and compensation on performance remains significant even when the workload variable is included in the model, proving that workload acts as a partial mediator.

Table 4. Sobel Test Results

Mediation Path	Z-value	Sig.	Description
Work Environment → Workload → Performance	2.14	0.032	Significant partial mediation
Compensation → Workload → Performance	2.05	0.041	Significant partial mediation

The Sobel test results confirm that workload mediates some of the effects of work environment and compensation on performance. This means that organizational interventions must not only improve the environment and compensation, but also manage task pressure so that its effects on employee performance are optimized.

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Discussion

The results of the study indicate that the work environment and compensation have a positive and significant effect on employee performance. These findings reinforce Herzberg's two-factor theory, which states that hygiene factors such as a comfortable work environment and fair compensation do not directly motivate employees, but are crucial in determining whether employees are willing to perform at their best. When the physical environment is supportive, relationships between employees are harmonious, and the compensation system is perceived as fair, employees tend not to be distracted by work discomfort and are able to focus their energy on achieving performance. This is particularly relevant in the context of judicial institutions, where accuracy, integrity, and speed of case handling are key indicators of productivity.

These findings are also in line with the Job Demands–Resources (JD-R) model, which asserts that the work environment and compensation act as job resources that can increase work motivation and encourage work engagement. However, this study found that workload plays a significant role as a partial mediating variable, as evidenced by the Sobel Test, which produced a Z value > 1.96 with a significance level < 0.05 . This means that the influence of the work environment and compensation on employee performance is partly channeled through how employees perceive their work pressure.

If the workload is uncontrolled, then no matter how good the quality of the work environment and compensation system is, its impact on performance will be reduced. Conversely, when the workload is perceived as proportional and psychologically tolerable, the influence of the work environment and compensation will increase optimally. In other words, workload acts as an amplifier or damper on the positive effects of organizational policies. This explains why this research model is able to explain more than sixty percent of the variation in employee performance ($R^2 > 0.60$), which indicates a fairly high level of empirical model strength.

Thus, these results confirm that the Ciamis District Court must not only improve facilities and design a fair compensation system, but must also seriously control the distribution and intensity of employee workload. Cases such as the accumulation of cases for certain employees, the lack of automation in administrative processes, or an unbalanced task rotation system, have been proven to reduce the effectiveness of other HR management policies. This means that the strategic approach that must be taken is not only reward improvement, but also workload balancing. With more precise resource management, environmental support and compensation systems will translate into more optimal and sustainable performance in public judicial services.

4. Conclusion

Based on the results of data analysis and discussion, it can be concluded that the work environment has a positive and significant effect on the performance of employees at the Ciamis District Court. A comfortable, organized work environment that supports internal coordination has been proven to increase focus, speed of case processing, and accuracy in carrying out responsibilities. Compensation has also been shown to have a significant positive effect on employee performance, indicating that perceptions of fair rewards and organizational recognition are factors that directly influence the motivation and commitment of civil servants in providing public services. In addition, the results of the study confirm that workload has been shown to partially mediate the relationship between the work environment, compensation, and employee performance. This means that a good organizational ecosystem and a fair reward system do not fully guarantee

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improved performance without proportional workload management. This research model has an explanatory power of over sixty percent, proving that these three variables are the main determinants of the effectiveness of judicial institution employee performance.

5. Recommendations

Based on the results of the study, the Ciamis District Court is advised to prioritize strengthening the quality of the work environment, not only physically (facilities, lighting, work desk ergonomics), but also in terms of daily operations such as clarity of coordination between departments and a collaborative work culture that reduces internal administrative friction. In addition, the compensation system needs to be evaluated periodically so that it is not only fair in terms of numbers, but also perceived as transparent and proportional to responsibilities. Strengthening a performance-based compensation system is highly recommended to encourage a stronger sense of accountability among employees.

Workload management is a crucial aspect. Courts need to distribute tasks evenly to prevent overload in certain departments, especially in positions that deal directly with cases. The implementation of competency-based rotation mechanisms and digital support systems (e.g., case administration automation) can be strategic steps to reduce employees' cognitive pressure and maintain the quality of decisions and public services.

For further research, it is recommended to include other variables such as work motivation, work engagement, or organizational culture as mediating or moderating variables in order to produce a more comprehensive model. Cross-jurisdictional testing or a mixed-method approach is also recommended to strengthen the practical relevance and depth of future research analysis.

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