Journal of Islamic Studies & Social Science

Volume 2 Issue 2 (July – December) 2026
ISSN : 3089-221X (online)
DOI :
Submitted : 1 June 2025
Reviwed : 12 November 2025
Approved : 3 December 025
Published : 31 December 2025
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The Influence of Individual Characteristics and Workload on Employee Performance through the Work Environment at the Ministry of Communication and Information Technology

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Abstract

This study aims to analyze the effect of individual characteristics and workload on employee performance with the work environment as a mediating variable at the Ministry of Communication and Information Technology. The study uses a quantitative approach with a survey method of employees of the Directorate General of Information and Communication Technology. Data analysis techniques use path analysis. The results show that individual characteristics and workload have a significant effect on the work environment. Individual characteristics and the work environment have a positive effect on employee performance. The work environment is proven to mediate the influence of individual characteristics and workload on employee performance. These findings emphasize the importance of individual suitability, job demands, and the organizational environment in improving the performance of public sector employees.

Keywords: individual characteristics, workload, work environment, employee performance

INTRODUCTION

Employee performance is one of the most crucial elements in achieving organizational goals and effectiveness, including in the context of government organizations. Employee performance can be defined as the results achieved by employees in carrying out their duties and responsibilities in accordance with established standards. In government organizations, employee performance not only affects the achievement of organizational goals but also the public services received by the community (Fathoni et al., 2020).

Several factors that influence employee performance have been discussed in various studies. One of them is individual characteristics. This factor includes competence, which encompasses the knowledge, skills, and abilities possessed by employees (Fauzi & Hidayat, 2020), as well as self-efficacy, which is an individual's belief in their ability to achieve certain goals. Employees who have good competence and are confident in their abilities tend to perform better (Karatepe et al., 2006).

In addition, workload also plays an important role in influencing employee performance. Excessive workload can cause

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fatigue, stress, and decreased productivity. Workloads that are not in line with employee capacity can disrupt overall performance, causing a decline in motivation and ultimately reducing the quality of work output (Maulana et al., 2023).

The work environment also has a major influence on employee performance. A supportive work environment, in terms of facilities, organizational culture, and inter-employee relationships, can create a conducive atmosphere for increasing motivation and productivity. Conversely, a disharmonious or unsupportive work environment can hinder employee development and affect their performance. Factors such as colleague relationships, leadership style, and effective communication within the organization can greatly affect employee comfort and morale (Fauzi & Hidayat, 2020; Fathoni et al., 2020).

Employee performance affected by workload can cause stress, fatigue, and reduced motivation, which ultimately has a negative impact on employee productivity and work quality. Several studies have shown a negative relationship between high workloads and employee performance (Apriyanti et al., 2023; Asih et al., 2022; Azhar et al., 2020; Indrayana et al., 2024). Excessive workloads can cause employees to feel stressed and fatigued, preventing them from performing optimally (Maulana et al., 2023).

However, in certain contexts, high workloads can have a positive effect on employee performance. Several studies have found that challenging workloads with a level of difficulty that matches employees' abilities can increase motivation and performance (Rama et al., 2021; Dhamhudi and Azim, 2021; Fatawa, 2020). When employees feel challenged and are able to cope with high workloads, this can provide a sense of accomplishment that increases their job satisfaction and performance.

A high workload, when accompanied by adequate support and resources, can motivate employees to achieve better results. The impact of workload can have a positive or negative effect depending on various factors such as the level of task difficulty, work environment support such as organizational support and available resources. Therefore, it is important for organizations to pay attention to this aspect in their efforts to improve employee performance (Maulana et al., 2023, Fathoni et al., 2020).

As a case study, based on data on the performance achievements of the Directorate General of Information and Communication Technology (Aptika) of the Ministry of Communication and Information Technology (Kominfo) from 2020 to 2023, there has been a dynamic in the achievement of various performance indicators, such as the Bureaucratic Reform Index (PMPRB), the Public Satisfaction Index, and the amount of internet content that has been successfully handled. The Bureaucratic Reform Index shows fluctuations with the highest achievement of 113% in 2021, then decreasing to 104% in 2022 and slightly increasing to 105% in 2023. The Public Satisfaction Index for public services in the field of information technology experienced a downward trend from 101% in 2021 to 98% in 2022 and 97% in 2023. Meanwhile, the number of negative internet content handled shows an unstable trend, with the highest

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achievement in 2023 at 424%, after experiencing a significant decline in 2022 (219%) compared to the previous year.

Fluctuations in this performance indicator may reflect various factors that affect employee effectiveness in carrying out their duties. High workloads, especially in dealing with negative content on the internet, can have an impact on work pressure and potentially reduce the quality of public services. In addition, declining levels of public satisfaction indicate challenges in maintaining the quality of services provided by the Directorate General of Information Technology Applications. Factors such as employee characteristics, work environment, and performance management systems play a role in determining employee productivity and effectiveness.

Other challenges in the performance of employees of the Directorate General of Information Applications (Ditjen Aptika) of the Ministry of Communication and Information Technology (Kemenkominfo) are reflected in a number of recent cases, including the involvement of several employees in the management of online gambling sites. It has been reported that a number of Kemenkominfo employees manage around 1,000 online gambling sites, which should be under the supervision and eradication of the ministry, but there are loopholes in the internal supervision and control systems that allow for abuse of authority in agencies that act as public information managers (Detikcom, 2024; KumparanNews, 2024).

Another challenge in the performance of employees of the Directorate General of Information Technology Applications (Ditjen Aptika) of the Ministry of Communication and Information Technology (Kemenkominfo) is reflected in a number of recent cases, including the involvement of several employees in the management of online gambling sites. It has been reported that a number of Kemenkominfo employees manage around 1,000 online gambling sites, which should be under the supervision and eradication of the ministry, but there are loopholes in the internal supervision and control system that allow for abuse of authority in agencies that act as public information managers (Detikcom, 2024; KumparanNews, 2024).

The case of the involvement of Ministry of Communication and Information Technology (Kominfo) employees in the management of online gambling sites highlights a fundamental issue in public service in this agency, particularly regarding employee integrity and the effectiveness of internal supervision. In addition to demonstrating weak control mechanisms, this case also reveals potential problems in bureaucratic reform aimed at improving performance and work ethics. In the context of employee performance, this case reflects that the lack of a strong control system can damage the organization's reputation and reduce the overall effectiveness of public service.

The case of Ministry of Communication and Information Technology (Kominfo)

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employees' involvement in managing online gambling sites highlights issues related to employee integrity and performance in the bureaucracy, particularly in government sectors tasked with maintaining information transparency. This phenomenon opens up opportunities for further research on how factors such as individual characteristics, workload, and work environment can affect the overall performance of employees at Kominfo. Various related studies have discussed the influence of these variables, but there is still a gap in understanding the comprehensive mediation mechanisms of the work environment.

LITERATURE

Performance

Performance theory explains that optimal performance occurs when an individual's abilities or talents align with the demands of the job and the organizational environment. An individual's abilities are described through their personal values, vision, and philosophy; knowledge and competencies; stage of life and career; interests; and style. Job demands can be explained through role responsibilities and tasks that need to be performed. Then, aspects of the organizational environment include: organizational culture and climate; structure and systems; industry maturity level and the organization's strategic position in the industry; as well as economic, political, social, environmental, and religious aspects surrounding the organization (Maulana et al., 2023).

Employee Performance

Employee performance is a condition that must be known and confirmed to certain parties in order to determine the level of achievement of an agency in relation to the vision of a company and to determine the positive and negative impacts of an operational policy. Performance is the quality and quantity of the work output of an individual or group in a particular activity, which is the result of natural abilities or abilities acquired through learning and the desire to achieve (Cicik et al., 2022).

Individual Characteristics

Individual characteristics are behaviors or traits possessed by an employee, both positive and negative. Individual characteristics represent the whole individual, who has the same physiological needs but will not be the same in fulfilling psychological needs, due to different backgrounds (cognitive, affective, and psychomotor). Individual characteristics are distinctive traits that show how a person remains steadfast in facing tasks or solving problems, or how they adapt well to changes in the environment that affect individual performance (Yuli, 2023).

Workload

Workload is the amount of work that must be carried out by a position or organizational unit and is the product of the volume of work and the standard time. Workload is the number of activities that

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must be completed by individuals or organizations within a certain period of time. In addition, workload is the amount of work that must be completed by a person within a certain period of time (Yulistiyono et al., 2021).

Work Environment

The work environment is the environment in which employees perform their daily work. The work environment is everything around the workplace that can affect employees either directly or indirectly. The work environment is the space in which employees carry out their daily activities. A conducive work environment can make employees feel comfortable to work optimally and improve their performance (Sari et al., 2021).

METHODS

This study uses a quantitative approach with the aim of analyzing the influence of individual characteristics and workload on employee performance at the Ministry of Communication and Information Technology (Kemenkominfo) through the work environment as a mediating variable. The variables studied in this study consist of three types. The exogenous variables include individual characteristics and workload, the endogenous variable is employee performance, and the mediating variable is the work environment.

The research population consists of all employees of the Directorate General of Information Technology Applications (Ditjen Aptika) of Kemenkominfo, which comprises various work units within the institution. The research sample was selected using Purposive Sampling techniques by determining the sample based on research criteria (Kusumastuti et al., 2020).

This study uses a questionnaire instrument to collect data. The collected data will be analyzed using descriptive statistical techniques to describe the characteristics of the data, as well as data feasibility tests to examine the validity and reliability of the instrument. Furthermore, classical assumption tests were conducted to ensure that the data met the requirements for further analysis. Meanwhile, to analyze the relationship between variables, the path analysis method was used, which made it possible to test the direct and indirect effects between variables. Hypothesis testing was conducted using the F/ANOVA test to test the significance of the model as a whole and the Sobel test to test the mediating role of the work environment.

The research procedure began with identifying phenomena related to employee performance at the Ministry of Communication and Information Technology through employee performance reports and news related to employee performance cases in the ministry. After that, questionnaires were distributed to respondents to collect data. The data obtained from the questionnaires were then analyzed using SPSS software, and the results of the analysis were interpreted to obtain relevant conclusions regarding the influence of individual characteristics and workload on employee performance through the work environment as a mediating variable.

Therefore, according to the method described above, it can be concluded that the

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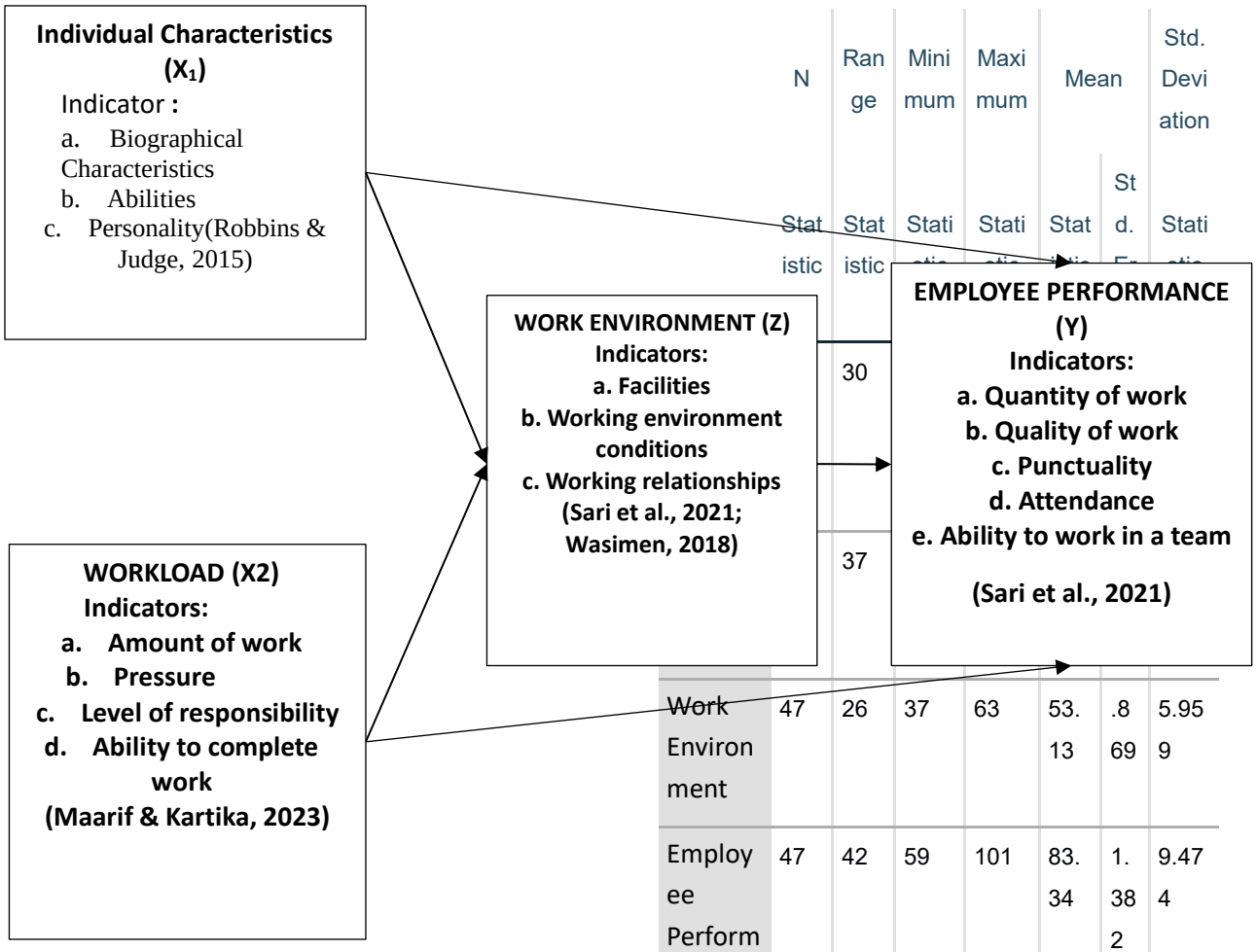
variables used as models in this study are based on a review of the literature and the results of previous studies described above. The conceptual framework of this study is as follows:

Picture 1. Conceptual framework



Descriptive statistics were performed by looking at the minimum, maximum, mean, standard deviation, and range of each variable based on the results of calculations using SPSS. The results of the descriptive analysis for each variable are shown in the following table:

Table 1. *Descriptive Statistics*

	N	Range	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
		30					
		37					
Work Environment	47	26	37	63	53.13	.869	5.959
Employee Performance	47	42	59	101	83.34	1.382	9.474
Valid N (listwise)	47						

Source: SPSS data processing results, 2025

RESULTS AND DISCUSSION

Descriptive Statistics

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Based on Table 1, the Individual Characteristics variable has an average of 56.32, with a minimum value of 40 and a maximum of 70. The range of 30 indicates that there is considerable variation in the individual characteristics of the employees studied. The standard deviation of 6.270 indicates a moderate spread of data around the mean. Meanwhile, the Workload variable has an average value of 68.32, with a range of 37. The standard deviation value of 10.072 shows that there is considerable variation in employees' perceptions of their workload. This indicates that some employees feel a higher workload than others.

The Work Environment variable has an average of 53.13, with a range of 26. The standard deviation of 5.959 shows that employees' perceptions of the work environment do not vary extremely, but still have a moderate level of difference. Meanwhile, the Employee Performance variable has an average of 83.34, with a range of 42, indicating differences in performance between employees. The standard deviation of 9.474 shows that employee performance has considerable variation, which can be influenced by individual characteristics, workload, and work environment.

Based on descriptive statistical data, it can be seen that the four variables in this study have quite varied data distributions, with different levels of dispersion. The Workload and Employee Performance variables have greater standard deviations than the other variables, indicating more significant differences in respondents' perceptions of these two variables.

Data Quality Test Results

Validity Test

The validity test in this study was conducted using the Pearson correlation method, which correlated the scores of each item with the total item scores in the questionnaire. The test was conducted using SPSS software, and the results were compared with the significance value (p-value). If the significance value was < 0.05, the item was considered valid, while if it was ≥ 0.05, the item was considered invalid. The validity test results in this study are shown in the following table:

Table 2. Validity Test Results

Item	Significant	Result
X1.1	0,003	Valid
X1.2	0,000	Valid
X1.3	0,000	Valid
X1.4	0,000	Valid
X1.5	0,000	Valid
X1.6	0,000	Valid
X1.7	0,000	Valid
X1.8	0,000	Valid
X1.9	0,000	Valid
X1.10	0,000	Valid
X2.1	0,000	Valid
X2.2	0,000	Valid
X2.3	0,000	Valid
X2.4	0,000	Valid
X2.5	0,000	Valid
X2.6	0,000	Valid
X2.7	0,000	Valid
X2.8	0,000	Valid
X2.9	0,000	Valid
X2.10	0,000	Valid

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Item	Significant	Result
X2.11	0,000	Valid
X2.12	0,000	Valid
Z.1	0,000	Valid
Z.2	0,000	Valid
Z.3	0,000	Valid
Z.4	0,000	Valid
Z.5	0,000	Valid
Z.6	0,012	Valid
Z.7	0,000	Valid
Z.8	0,000	Valid
Z.9	0,000	Valid
Y.1	0,000	Valid
Y.2	0,000	Valid
Y.3	0,000	Valid
Y.4	0,000	Valid
Y.5	0,000	Valid
Y.6	0,000	Valid
Y.7	0,000	Valid
Y.8	0,000	Valid
Y.9	0,000	Valid
Y.10	0,007	Valid
Y.11	0,000	Valid
Y.12	0,001	Valid
Y.13	0,000	Valid
Y.14	0,000	Valid
Y.15	0,000	Valid

Source: SPSS data analysis results, 2025

Each item in the questionnaire is classified based on the indicators measured. In the Individual Characteristics variable (X1), the indicators include Biographical Characteristics (X1.1 - X1.3), Abilities (X1.4 - X1.5), and Personality (X1.6 - X1.10). The Workload variable (X2) is categorized into Workload (X2.1 - X2.3), Pressure (X2.4 - X2.6), Level of Responsibility (X2.7 - X2.9), and Ability to Complete Work (X2.10 - X2.12). For the Work Environment variable (Z), the indicators measured are Facilities (Z.1 - Z.3), Work Environment Conditions (Z.4 - Z.6), and Work Relationships (Z.7 - Z.9). Meanwhile, for the Employee Performance variable (Y), the indicators include Work Quantity (Y.1 - Y.3), Work Quality (Y.4 - Y.6), Punctuality (Y.7 - Y.9), Attendance (Y.10 - Y.12), and Cooperation Ability (Y.13 - Y.15).

Based on Table 2, it can be concluded that all items in the questionnaire are valid because they have a significance value of less than 0.05. This indicates that each statement in the questionnaire has a strong relationship with the total score, so that all research instruments used are of good quality in measuring the variables studied and can be used in further analysis.

Reliability Test

The reliability test results of this study were obtained through SPSS software calculations, by looking at the Cronbach's Alpha value. The reliability test results of this study are shown in the following table:

Table 3. Reliability Test Results

Cronbach's Alpha	N of Items
.962	46

Source: SPSS data processing results, 2025

Based on Table 3, the reliability test results obtained a Cronbach's Alpha value of 0.962, which is much greater than the minimum limit of 0.7. This indicates that the research instrument has a very high level of reliability. This means that all items in the questionnaire are consistent in measuring the variables under study, so that the research results can be trusted and used for further analysis.

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Classical Assumption Test Results

Normality Test

The normality test in this study used the One-Sample Kolmogorov-Smirnov Test by looking at the Asymp. Sig. (2-tailed) value. If the significance value is ≥ 0.05, then the residual data is normally distributed. Conversely, if the significance value is < 0.05, then the residual data is not normally distributed. The following are the results of the normality test in this study:

Table 4. Normality Test Results

Equation Model	Asymp. Sig.value	Description
Sub-Structural 1	0,112	Normal distribution
Sub-Structural 2	0,055	Normal distribution

Source: SPSS data analysis results, 2025

Based on the table above, sub-structural equation 1 obtained a Kolmogorov-Smirnov Test Statistic value of 0.117 with an Asymp. Sig. (2-tailed) value of 0.112. Since the significance value is greater than 0.05, it can be concluded that the residual data in sub-structural equation 1 is normally distributed. Meanwhile, sub-structural equation 2, based on Table 4, obtained a Kolmogorov-Smirnov Test Statistic value of 0.127 with an Asymp. Sig. (2-tailed) value of 0.055. Although the significance value is smaller than sub-structural equation 1, it is still above the critical limit (0.05). Therefore, the residual data in sub-structural equation 2 can also be considered normally distributed.

Based on the normality test results for both sub-structural equations, it can be concluded that the normality assumption is fulfilled. This indicates that the residual data is normally distributed, so that regression analysis and path analysis in this study can be carried out more validly and in accordance with the statistical assumptions used.

Multicollinearity Test

The multicollinearity test results were obtained by looking at the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is < 10 and Tolerance is > 0.1, then there is no multicollinearity. If the VIF value is > 10 and the Tolerance is < 0.1, then multicollinearity occurs, indicating a very strong relationship between the exogenous variables. The following are the results of the multicollinearity test in this study:

Table 5. Multicollinearity Test Results

equation model	Variable	VIF va
Sub-Struktural 1	Individual Characteristics	1,52
	Workload	1,52
Sub-Struktural 2	Individual Characteristics	1,55
	Workload	3,17
	Work Environment	2,95

Source: SPSS data processing results, 2025

Based on Table 5, the exogenous variables in this equation are Individual Characteristics (X1) and Workload (X2), while the endogenous variable is Work Environment (Z). The results of the multicollinearity test show that the Individual Characteristics (X1) variable has a Variance Inflation Factor (VIF) value of 1.520, which is still below the tolerance limit of 10, and a Tolerance value of 0.658, which is greater than 0.1. Similarly, the Workload (X2) variable has a VIF value of 1.520 and a Tolerance value of 0.658. Based on these results, it can be concluded that there is no

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multicollinearity in this model. In other words, the two exogenous variables in this equation do not have a high linear relationship with each other, so they can be used in regression analysis without causing bias or interference due to multicollinearity.

Furthermore, based on Table 5, the exogenous variables in this equation consist of Individual Characteristics (X1), Workload (X2), and Work Environment (Z), while the endogenous variable is Employee Performance (Y). The results of the multicollinearity test show that the Individual Characteristics (X1) variable has a VIF value of 1.552 and a Tolerance value of 0.644, which is still within acceptable limits. Meanwhile, the Workload variable (X2) has a VIF value of 3.178 and a Tolerance value of 0.315, and the Work Environment variable (Z) has a VIF value of 2.959 with a Tolerance value of 0.338. Since all variables in this model have VIF values below 10 and Tolerance values above 0.1, it can be concluded that there is no multicollinearity in this equation. Thus, the Individual Characteristics, Workload, and Work Environment variables can be used in regression analysis without multicollinearity interference that could affect the accuracy of model parameter estimation.

Based on the results of the multicollinearity test conducted on both equations in this study, it can be concluded that the model used is free from multicollinearity issues. This means that the relationship between exogenous variables in the model is not too strong, so that regression estimation can be performed more accurately.

Heteroscedasticity Test

The heteroscedasticity test in this study was conducted using Spearman's Rho correlation method by analyzing the relationship between Unstandardized Residual and exogenous variables. If the test results show a significance value greater than 0.05, it can be concluded that there is no heteroscedasticity in the regression model. Conversely, if the significance value is less than 0.05, then the regression model experiences heteroscedasticity, which can affect the validity of the regression analysis results. The results of the heteroscedasticity test are shown in the following table:

Table 6. Heteroscedasticity Test Results

Equation Model	Variables
Sub-Structural 1	Individual Characteristics
	Workload
Sub-Structural 2	Individual Characteristics
	Workload
	Work Environment

Source: SPSS data processing results, 2025

Based on the results of the heteroscedasticity test for sub-structural equation 1, testing was carried out using Spearman's Rho correlation method. The results of the analysis show that the significance value between Unstandardized Residual and the Individual Characteristics variable (X1) is 0.990, and the significance between Unstandardized Residual and the Workload variable (X2) was 0.694. Since the significance values of both variables were greater than 0.05, it can be concluded that there was no significant correlation between the exogenous variables and the residuals. Thus, the regression model in sub-structural equation 1 does not experience heteroscedasticity, which means that the

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variance of the residuals is randomly distributed and the regression model satisfies the assumption of homoscedasticity.

Furthermore, the results of the heteroscedasticity test on sub-structural equation 2, the results of Spearman's Rho correlation analysis show that the significance value between Unstandardized Residual and the Individual Characteristics variable (X1) is 0.732, the significance between Unstandardized Residual and the Workload variable (X2) is 0.847, and the significance between Unstandardized Residual and the Work Environment variable (Z) is 0.666. All significance values are greater than 0.05, indicating that there is no significant relationship between the exogenous variables and Unstandardized Residual. Thus, in the regression model in sub-structural equation 2, there is also no heteroscedasticity, which indicates that the residual variance remains constant and the regression assumption is fulfilled.

Based on the results of the heteroscedasticity test on both sub-structural equations, it can be concluded that the regression model in this study does not experience heteroscedasticity. This means that the distribution of residual data is random and does not form a specific pattern, so that the regression model used is considered feasible for further analysis. With no heteroscedasticity, parameter estimation in regression can be done more accurately and without bias.

Linearity Test

The linearity test in this study was conducted by looking at the significance value in the Linearity row in the SPSS ANOVA Output table. If the significance value (Sig.) in the Linearity row is less than 0.05, then the relationship between the variables is considered linear. In addition, the Deviation from Linearity value was also examined, where if the value was greater than 0.05, there was no significant deviation from linearity, so the relationship could be considered linear. The following are the results of the linearity test in this study:

Table 7. Linearity Test Results

Exogenous Variables on Endogenous Variables	Line Devi Line
Individual Characteristics on Work Environment	
Workload on Work Environment	
Individual Characteristics on Employee Performance	
Workload on Employee Performance	
Work Environment on Employee Performance	

Source: SPSS data processing results, 2025

Based on Table 7, the linearity test results between Individual Characteristics (X1) and Work Environment (Z) show a significance value in the Linearity row of 0.001, which is less than 0.05. This indicates that there is a linear relationship between Individual Characteristics and Work Environment. In addition, the significance value in the Deviation from Linearity row is 0.896, which is greater than 0.05. Thus, there is no deviation from linearity, so the relationship between Individual Characteristics and Work Environment in this model can be considered linear.

Next, the results of the linearity test between Workload (X2) and Work Environment (Z). The significance value in the Linearity row is 0.000, which means that the relationship between Workload and Work Environment is linear. Meanwhile, the Deviation from Linearity value is 0.377, which is greater than 0.05, so there is no

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significant deviation from linearity. Therefore, the relationship between Workload and Work Environment in this model can be stated as linear.

The linearity test between Individual Characteristics (X1) and Employee Performance (Y) shows a Linearity significance value of 0.000, which is less than 0.05, so it can be concluded that the relationship between Individual Characteristics and Employee Performance is linear. In addition, the Deviation from Linearity value of 0.287 is greater than 0.05, which means that there is no deviation from linearity. Therefore, the relationship between these two variables in the model can be said to be linear.

Next are the results of the linearity test between Workload (X2) and Employee Performance (Y). The Linearity significance value of 0.000 indicates that the relationship between Workload and Employee Performance is linear. Meanwhile, the Deviation from Linearity value of 0.915 is greater than 0.05, which means that there is no significant deviation from linearity. Thus, the relationship between Workload and Employee Performance in this model can be considered linear.

Finally, the linearity test between Work Environment (Z) and Employee Performance (Y) shows a Linearity significance value of 0.000, which is less than 0.05, so that the relationship between Work Environment and Employee Performance is linear. The Deviation from Linearity value of 0.162 is greater than 0.05, so there is no deviation from linearity. Therefore, the relationship between Work Environment and Employee Performance in this model can be stated as linear..

The linearity test results show that all variables in this study have a linear relationship with their respective endogenous variables, so that the regression model used in this study has met the linearity assumption and can be used for further analysis.

CONCLUSIONS AND RECOMMENDATION

Based on the above explanation, individual characteristics do not have a significant influence on the work environment, although internal factors such as motivation and self-efficacy still play a role in employee adaptation to the work environment.

Workload has a significant influence on the work environment, where high workload without adequate support can increase stress, while a good work environment can help manage work pressure.

Individual characteristics do not significantly affect employee performance, indicating that other factors such as work systems and organizational culture are more dominant in determining performance.

Workload has a significant effect on employee performance, where a balanced workload can increase productivity, while excessive workload can decrease performance due to stress and fatigue. A comfortable and supportive work environment has a significant effect on improving employee performance by creating conducive working conditions and increasing job satisfaction.Individual characteristics do not significantly affect

Journal of Islamic Studies & Social Science
Volume 2 Issue 2 (July – December) 2026
ISSN : 3089-221X (online)
DOI :
Submitted : 1 June 2025
Reviwed : 12 November 2025
Approved : 3 December 025
Published : 31 December 2025
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employee performance through the mediation of the work environment. This shows that even though individuals have differences in biographical aspects, abilities, and personality, work environment factors are not strong enough to mediate this relationship in improving employee performance.

Workload significantly affects employee performance through the mediation of the work environment. This means that a conducive work environment can help reduce the negative impact of high workloads on employee performance. If the work environment is supportive, such as adequate facilities, good working relationships, and comfortable physical conditions, employees will be better able to manage their workload and maintain or improve their performance.

Theoretically, the results of this study can form the basis for the development of a more complex theoretical model related to the relationship between individual characteristics, workload, work environment, and employee performance. Further research could consider additional factors such as organizational culture, leadership, and work-life balance to obtain a more comprehensive picture. In addition, studies in other sectors or organizations are needed to see whether the results of this study are universally applicable or influenced by specific contexts, such as differences in organizational culture and job type.

In practical terms, workload management is an important aspect that needs to be considered. Organizations must ensure that tasks are distributed fairly and realistically so that employees do not experience excessive work pressure. Policies that support work flexibility, such as more flexible working hours or work-life balance policies, can help employees manage their workload better. In addition, a comfortable and supportive work environment must be created by improving facilities, effective communication, and building a supportive and collaborative work culture.

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