

THE IMPACT OF WORKLOAD, REWARD AND WORK ENVIRONMENT ON EMPLOYEES PRODUCTIVITY OF UD. RODAMAS

PENGARUH BEBAN KERJA, PENGHARGAAN DAN LINGKUNGAN KERJA TERHADAP PRODUKTIFITAS KARYAWAN DI UD. RODAMAS

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Abstract: Employee productivity is an important aspect in ensuring every business's continuity. Workload, reward and work environment are three factors that are significant in the understanding, maintaining and boosting employees' productivity from any company or business unit. This study aims to figure out the influence of workload, reward and work environment to employees' productivity on UD. Rodamas employees. Overall population in this research is all employees of UD. Rodamas and the chosen sample is 30 respondents. Data analysis uses multiple linear regressions analysis method. This research result proves that workload and reward simultaneously and partially have positive and significant influence employees' productivity on UD. Rodamas employees and only work environment that give the positive and insignificant impact. Its management have to preserve and boost workload, reward and work environment in this company and deliberate other factors that influence the employees' productivity on UD. Rodamas employees.

Keywords: workload, reward, work environment, employee productivity

Abstrak: Produktivitas karyawan merupakan aspek penting dalam memastikan kelangsungan setiap bisnis. Beban kerja, penghargaan dan lingkungan kerja merupakan tiga faktor yang signifikan dalam memahami, mempertahankan dan meningkatkan produktivitas karyawan dari setiap perusahaan atau unit bisnis. Penelitian ini bertujuan untuk mengetahui pengaruh beban kerja, penghargaan dan lingkungan kerja terhadap produktivitas karyawan pada UD. Rodamas. Populasi keseluruhan dalam penelitian ini adalah seluruh karyawan UD. Rodamas dan sampel yang dipilih adalah 30 responden. Analisis data menggunakan metode analisis regresi linier berganda. Hasil penelitian ini membuktikan bahwa beban kerja dan penghargaan secara simultan dan parsial berpengaruh positif dan signifikan terhadap produktivitas karyawan pada karyawan UD. Rodamas dan hanya lingkungan kerja yang memberikan dampak positif dan tidak signifikan. Manajemennya harus menjaga dan meningkatkan beban kerja, penghargaan dan lingkungan kerja di perusahaan ini dan mempertimbangkan faktor-faktor lain yang mempengaruhi produktivitas karyawan di UD. Karyawan Rodamas.

Kata Kunci: beban kerja, penghargaan, lingkungan kerja, produktivitas karyawan

INTRODUCTION

Research Background

Employee productivity is for sure one consideration that is important to be measured, sustained and heightened by owners and management team from any company that is competed in one defined marketing area. Financial capital, unfinished products and physical factories and offices, office electronic equipment's and production machines and raw materials can be utilized in the most maximum way when a company can hire many employees with the most proficient working abilities to produce desired products or service to customers. Afterward, those looked-for individuals with confidence can give more positive contribution in any productive enhancement that can be made by any company in available goods or service in the further organizational maneuvers.

UD Rodamas is the sole distributor in Manado for each of these suppliers. As the generally sole distributor, the company's competitors are other distributors in the city of Manado who distribute the same types of goods as definitely other brands or homogeny products, especially the types of goods with the same quality and market. The competition that occurs is not only in determining the selling price of goods for each product, but also in customer service (in this case it means the company's ability to meet consumer needs needed) that each distributor is able to for all intents and purposes provide. One of the products that UD Rodamas sells is Caplang, a health product that definitely is getting a lot of attention and has increased sales actually due to this pandemic.

Workload is with confidence experienced by employees in every company when working and is also seen able from the employees 'perception of UD. RodaMas hired human resources forces. It is understandable that the actual situation in the workplace is not always comfortable for every employee and the conceivable workload can be felt by those employees, individually or collectively. For employees in UD. RodaMas, the overall working activities for fulfilling customers 'orders will not always easy to each one of them and can lead those persons to the displeasing feeling to complete given assignments. Thus, their shared perception about the emerging workload in the working station and the process in delivering ordered goods can be at least slightly different and is connected with the degree of employee productivity fluctuating that can be shown by its' employees.

It is apparent that reward giving is necessary for copiously appreciating employees with the most effective and efficient working achievement. Each individual employee will try to give the best work attainment when it is totally open for the individual to obtain a worthy reward after carrying out all given tasks. This contemplation can give augmentation for the ideal employees 'productivity that is aimed by a company's owners and management when the reward system is applied, excellently and the other way around. Somewhat, employees in UD. RodaMas will not have a widespread idea that working reward is equally distributed among them, regarding with different responsibilities that are contented by those employees.

Working environment is the exact location and possible extended places and platforms where all employees can really meet commercial goals from the company and interact each other. A company that can create the most realistic and the most ideal working environment for its hired employees will at least give a boost for them to work as maximum as they can, and contrariwise. Employees in UD. RodaMas is not always working in the distributor office and each individual can face disparate problems when working that cannot be directly solved by its 'owners and staffs. Indeed, the employee productivity valuation from it's' employees can be changed when the majority of them felt uncertainty when working in the distributor office and handling demanded orders.

Perhaps, the majority of employees in UD. RodaMas will give a changeable perception about the emerged employee productivity when they complete all designated tasks from its 'owners and staffs. Each one of them or some of those persons can have a slightly similar acceptance for applied workload and reward from UD. RodaMas management and think that work environment will surely motivate them when working. The constant changing in the local business competition and the dynamic instability in pandemic prevention in the Manado City can later give impact the assessment of employee productivity from employees in UD. RodaMas. Complete portrayal in preceding paragraphs become the basic concept this current research and as the essence of: —The Impact of Workload, Reward and Work Environment on UD. Rodamas'employee's productivity.

Research Objectives

Aims of this research are:

1. To determine whether Workload has influence on UD. RodaMas' Employees Productivity.
2. To determine whether Reward has influence on UD. RodaMas' Employees Productivity
3. To determine whether Work Environment has influence on UD. RodaMas' Employees Productivity
4. To determine whether Workload, Reward and Work Environment have influence on UD. RodaMas' Employees Productivity

THEORETICAL FRAMEWORK

Workload

Workload refers to the average frequency of activities performed by employees within a specific time period, encompassing both physical and mental aspects of work (Hasibuan, 2015). When the workload becomes excessively heavy or exceeds an individual's physical capabilities, it can lead to work-related disorders or

illnesses. According to Munandar (2001), workload is the measure of a worker's ability to complete their tasks within the required timeframe. It comprises both quantitative and qualitative aspects. Quantitative workload is determined by the quantity of tasks assigned, while qualitative workload takes into account the worker's abilities, skills, and potential.

Rewards

According to Armstrong (2014), reward theory involves a systematic process of designing and implementing a reward system that effectively attracts, motivates, and retains employees, while also aligning their efforts with the overall organizational goals. Essentially, reward theory highlights the significance of providing employees with a comprehensive package of cash incentives and fringe benefits as a potent means to enhance their motivation, job satisfaction, and ultimately, the performance of the organization.

Work Environment

The satisfaction of employees with their work environment holds significant importance for organizations, as it directly impacts productivity and overall organizational performance (Budie et al., 2019). Work environments possess various characteristics that can influence both the physical and mental wellbeing of employees. An appropriate work environment fosters a sense of security and enables employees to perform optimally, resulting in efficient time utilization (Al Aluf et al., 2017).

Employee Productivity

According to Sedarmayanti and Safer (2016), productivity refers to the output of work produced by an individual worker, a management process, or an entire organization. It is essential that the work results are concrete and measurable, compared to predetermined standards. Wibowo and Suseno (2017) emphasizes that productivity is the outcome of the job performed and the results achieved through that work. In essence, productivity is determined by the work produced by an employee in alignment with their responsibilities, skills, and expertise. When employees fulfill their responsibilities with full accountability, it leads to an effective and efficient increase in productivity.

Penelitian Terdahulu

Ridwan, Irawati, and Praharjo (2022) determined the effect of workload and work environment on employee performance mediated by work stress. The type of research used is a survey research method. Data collection was done by using a questionnaire. For the number of questionnaires distributed to employees at BPBD Malang City. Testing the instrument in this study uses validity and reliability tests in which the results of the questionnaire can be said to be valid and reliable. The results of the classical assumption test in this study are Normal distribution and there are no symptoms of multicollinearity and heteroscedasticity. The data analysis technique used is path analysis and also the Sobel test. The results of this study indicate that workload and work environment affect employee performance through work stress.

Hidayat and Situmorang (2019) determined the effect of workload on the employee performance of the production operator at PEM Plant PT. Schneider Electric Manufacturing Batam. In this study there are three variables namely external workload (X1) and internal workload (X2) and employee performance (Y). The sample in this study were 71 respondents using the sampling technique using Slovin formula. Respondents of this study were employees who worked on the Tesys PEM Plant line at PT. Schneider Electric Manufacturing Batam. The data analysis method used in this study is descriptive analysis and multiple linear regression analysis with hypothesis testing, namely t-test (partial) and F-test (simultaneous). From the results of multiple linear regression shows that partially there is an influence on the external workload variable on employee performance and there is no influence on the internal workload variable on employee performance. Simultaneously there are influences on external workload variables and internal workloads on employee performance.

The study by Noor and Limakrisna (2019) investigated and analyzed: (1) Workload (2) Competence; (3) Performance Officer; and (4) Effect of Workload and competence on Employee Performance in the Department of Food and Animal Husbandry of West Java province, either simultaneously or partial. The method used in this research is a descriptive survey and explanatory survey, the unit of analysis in this research is the employee who is in the Department of Food and Animal Husbandry of West Java province with a sample of 33 people. Type the investigation is causality, as well as the time horizon in this study, was cross-sectional. Based on the results of the study, found that the workload experienced by the Department of

Food and Animal Husbandry of West Java Province has been good, Competency of staff at the Department of Food Security and Animal Husbandry of West Java province, in general, can be quite good, Employee Performance in the Department of Food and Animal Husbandry of West Java Province is currently considered good. Workload and Competence effect on employee performance in the Department of Food and Animal Husbandry of West Java Province simultaneously and partially. But partially Competence dominant influence employee performance than Workload. Because of the more dominant Competence Performance, then the priority in improving the performance.

Conceptual Framework

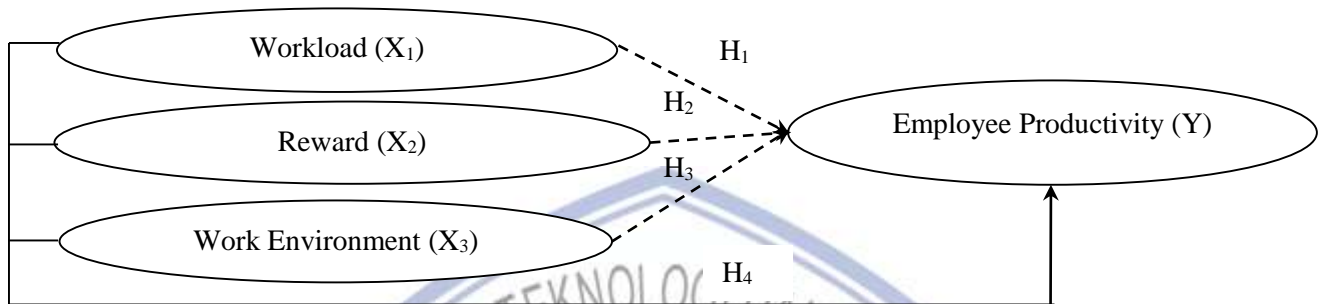


Figure 1. Conceptual Framework

Source: Literature Review

H₁: Workload has impact on UD. Rodamas' Employee Productivity partially.

H₂: Reward has impact on UD. Rodamas' Employee Productivity partially.

H₃: Work Environment has impact on UD. Rodamas' Employee Productivity partially.

H₄: Workload, Reward and Work Environment have impact on UD. Rodamas' Employee Productivity simultaneously

METODE PENELITIAN

Research Approach

The research in question is classified as quantitative research, which aligns with the positivist philosophy. This method involves investigating specific populations or samples and employs research instruments for data collection. The analysis focuses on quantitative or statistical data to test predetermined hypotheses. Quantitative data emphasizes numerical information processed using statistical methods.

Population, Sample, Sampling Technique

In research, population refers to the complete set of individuals that the study's findings aim to represent (Taherdoost, 2016). It encompasses all relevant individuals, objects, or measures of interest to the researcher. For this study, the population consists of all 30 employees of UD. Rodamas. A sample represents a smaller subset of the population that is used to provide insights into the characteristics of the whole. In this research, the sample comprises the same 30 employees of UD. Rodamas, as questionnaires were distributed to all employees, employing a saturated sampling method. This method involves taking a sample from the entire population, ensuring each member has an equal chance of being included, without considering any specific classes within the population. The following table presents the overall changes in the total number of employees at UD. Rodamas.

Data Collection Technique

In this research, primary data is collected from respondents who provided their responses concerning the impact of workload, reward, and work environment on employee productivity. The respondents are employees of UD. Rodamas. Additionally, secondary data is obtained from UD. Rodamas. The data collection method employed in this study is the questionnaire technique. The questionnaire used is in a closed model format, where the answers are pre-defined, and the measurement uses a Likert scale. The Likert scale is utilized to gauge attitudes, opinions, and perceptions of individuals or groups regarding social phenomena.

Validity and Reliability

Validity testing is conducted to determine the credibility of a questionnaire. (Ghozali, 2011) defines a questionnaire as valid if its questions effectively demonstrate what they intend to measure. The validity test ensures that the data collected accurately represents the scope of the investigation (Taherdoost, 2016). Pearson Correlation and Significance values are commonly used to establish validity. A correlation significance value of < 0.05 indicates a valid question with a confidence level of 95% (Taherdoost, 2016). On the other hand, reliability testing examines the repeatability and consistency of a measurement, ensuring stable and consistent results (Taherdoost, 2016). Reliability focuses on the consistency across different parts of the measuring instrument. When using the Likert scale, the Cronbach Alpha coefficient is a commonly employed measure of consistency (Taherdoost, 2016).

Classical Assumption

Multiple Regression Analysis

As stated by Santoso (2010), multiple regression analysis is utilized to predict the value of the dependent variable (Y) using data from two or more independent variables (X1, X2, X3) with known magnitudes. When the independent variables consist of two or more, it is referred to as multiple regression. In this study, since there are more than two independent variables, it falls under multiple regression analysis. According to Sugiyono (2017), the general equation for multiple regression is represented as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$$

Hypothesis Testing

As explained by Ghozali (2011), the F-test assesses whether all the independent variables in the model collectively have a significant impact on the dependent variable. On the other hand, the T-test is employed to determine the significance of each individual independent variable.

RESULT AND DISCUSSION

Result

Validity and Reliability Test

In this study, the validity test was conducted for variables Workload (X1), Reward (X2), Work Environment (X3), and UD. RodaMas' Employees Productivity (Y). The results showed that all correlation coefficients were above the minimum threshold of 0.30, indicating that the variables have a meaningful relationship with each other. Furthermore, the Reliability Statistics revealed that Cronbach Alpha Coefficient values for X1, X2, and X3 were higher than the minimal r test value of 0.600, indicating high reliability. This indicates that the research questionnaire is reliable, and the data analysis can be confidently used to predict associations among the variables in line with the given hypotheses.

Classical Assumption Test

Normality Test

Ghozali (2011) states that a regression model is considered to have a normal distribution when the plotted data points, representing the actual data, closely follow the diagonal line.

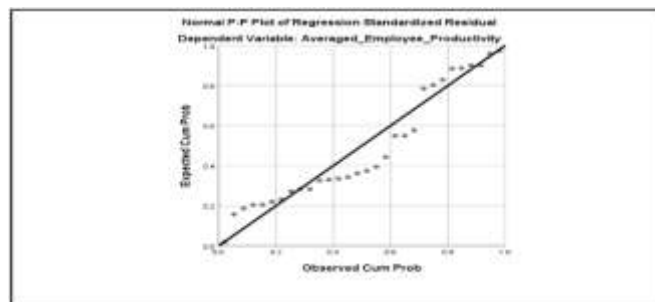


Figure 2. Normality Test

Source: The research data were processed using SPSS 26, (2023)

In Figure 2, the plotted data points are observed to disperse around the diagonal line, following its pattern closely. This observation indicates that the regression model meets the assumption of normality.

Heteroscedasticity Test

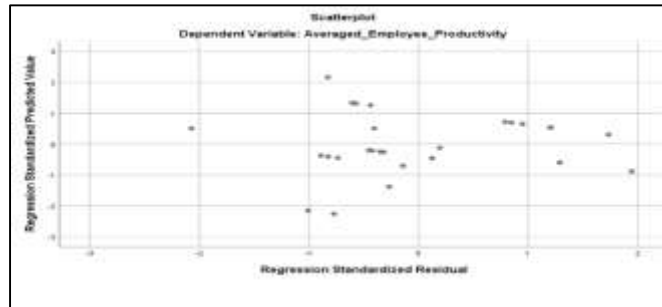


Figure 3. Heteroscedasticity Test

Source: The research data were processed using SPSS 26, (2023)

The image output results reveal that the parameter coefficients of all independent variables utilized in the study exhibit no heteroscedasticity, as evidenced by the scatterplot's dispersed and patternless distribution.

Autocorrelation Test

Table 1. Autocorrelation Testing Result Runs Test

	Unstandardized Residual
Test Value ^a	3.75
Cases < Test Value	14
Cases >= Test Value	16
Total Cases	30
Number of Runs	17
Z	.212
Asymp. Sig. (2-tailed)	.832

a. Median

Source: The research data were processed using SPSS 26, (2023)

Based on Table 1, the Run Test output displays a probability value of 0.832. To determine the presence of autocorrelation phenomenon, this probability value is compared with the alpha value (0.05). Since the probability value (0.832) is greater than the alpha value, the null hypothesis, which suggests that the residual values are randomly distributed, is accepted. Consequently, there is no evidence of autocorrelation in the regression formulation.

Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.004	.371		0.11	.991
Workload	.368	.091	.360	4.034	.000
Reward	.733	.098	.736	7.495	.000
Work_Environment	.050	.109	.052	.460	.649

a. Dependent Variable: Employee_Productivity

Source: The research data were processed using SPSS 26, (2023)

From table 2, a multiple regression equation can be drawn up as follows

$$Y = 0.004 + 0.368 X_1 + 0.733 X_2 + 0.050 X_3 + e$$

From the given formulation, it is informed that:

1. The constant value of 0.004 indicates that when all independent variables, namely Workload (X1), Reward (X2), and Work Environment (X3), are equal to zero, there will be an increase of 0.004 units in UD. RodaMas' Employees Productivity (Y) under the ceteris paribus assumption.
2. The regression coefficient for Workload (X1) is 0.368, indicating that a one-unit increase in Workload will lead to a 0.368 unit increase in UD. RodaMas' Employees Productivity (Y) under the ceteris paribus assumption. This positive coefficient suggests a positive influence of Workload on UD. RodaMas' Employees Productivity.
3. The regression coefficient for Reward (X2) is 0.733, indicating that a one-unit increase in Reward will lead to a 0.733 unit increase in UD. RodaMas' Employees Productivity (Y) under the ceteris paribus assumption. This positive coefficient suggests a positive influence of Reward on UD. RodaMas' Employees Productivity.
4. The regression coefficient for Work Environment (X3) is 0.050, indicating that a one-unit increase in Work Environment will result in a 0.050 unit increase in UD. RodaMas' Employees Productivity (Y) under the ceteris paribus assumption. This positive coefficient suggests a positive influence of Work Environment on UD. RodaMas' Employees Productivity.

Hypothesis Test

F-Test

Table 3. F-Test

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.460	3	4.487	49.983	.000 ^b
	Residual	2.334	26	0.90		
	Total	15.794	29			

a. Dependent Variable: Employee_Productivity

b. Predictors: (Constant), Reward, Workload

Source: The research data were processed using SPSS 26, (2023)

Table 3 results indicate that the F_{count} value (49.983) is greater than the F_{table} value (2.975) with a significant degree of $0.000 < 0.05$, leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This means that Workload (X1), Reward (X2), and Work Environment (X3) collectively have a significant regression impact on UD. RodaMas' Employees Productivity (Y). Therefore, the hypothesis stating that Workload (X1), Reward (X2), and Work Environment (X3) simultaneously influence UD. RodaMas' Employees Productivity (Y) is accepted.

T-Test

Table 4. T-Test

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.004	.371		.011	.991
	Workload	.368	.091	.360	4.034	.000
	Reward	.733	.098	.736	7.495	.000
	Work_Environment	.050	.109	.052	.460	.649

a. Dependent Variable: Employee_Productivity

Source: The research data were processed using SPSS 26, (2023)

Based on Table 4, the T-Test can be interpreted as follows:

1. The T_{count} value for Workload (X1) is 4.034, which is greater than the t_{table} value of 1.67926, with a significant degree of $0.000 > 0.05$. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This indicates that Workload (X1) has a positive and significant influence on UD. RodaMas Employees Productivity (Y). Therefore, Hypothesis 2, which states that Workload partially and positively influences UD. RodaMas Employees Productivity, is supported and proven.
2. The T_{count} value for Reward (X2) is 7.495, which is greater than the t_{table} value of 1.67926, with a significant degree of $0.000 > 0.05$. As a result, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This indicates that Reward (X2) has a positive and significant influence on UD. RodaMas

Employees Productivity (Y). Therefore, Hypothesis 3, which states that Reward partially and positively influences UD. RodaMas Employees Productivity, is supported and proven.

3. T_{count} of Work Environment (X3) is 0.460 and smaller than t_{table} value as many as 1.67926 with significant degree $0.649 < 0.05$, so H_0 is rejected and H_a is accepted, means Work Environment (X3) positively and not significantly influence UD. RodaMas Employees Productivity (Y). Thus, hypothesis 3 that states Work Environment partially and positively influence UD. RodaMas Employees Productivity is not acceptable or proven.

Discussion

Employees 'existence is one important aspect that will definitely give positive or negative contribution in the continuity from one manufacture or Service Company and following representative branch companies. Many employees with suitable capabilities when finishing administrative matters and operational activities for producing and selling products or providing service can at least make the given company fairly compete with other competitors and obtain financial profit. On the other side, there is a possibility that a given company will face a commotion when operating to produce goods or provide service, which is associated with the employment of employees with lack of experience and capabilities in the working site.

One indispensable aspect that cannot be ignored by owners and management staffs in every company is Employee Productivity. The overall evaluation for working achievement from employees in one manufacture or service company is seen able in the productivity measurement and assessment in producing products or service and is related with the understanding of workload that can be experienced by them and reward that be given by the company and the actual work environment that can be created by the given company. Moderately, the dynamic relationship among workload, reward and work environment with the ideal employee productivity can be also noticeable from the employees working evaluation in any small or medium business unit.

UD. RodaMas is one business unit that is located in the Manado City and operate to gain financial profit. Well-nigh, its' owner and following staffs hire employees with qualified abilities in working and further give positive contribution in this business unit development and constant continuity in the business competition in this city. Their working evaluation is visible from accumulative assessment of the inclusive employee productivity of UD. RodaMas employees and related with how workload and reward is understood and accepted by its employees and its employees 'discernment about the knowledgeable work environment their face when fulfilling demanded orders.

Subsequent sub-points in this point unambiguously describe the complete explanation about reasons why both independent variables are important or unimportant for the changing in the employee productivity from employees that are working in UD. RodaMas.

The Influence of Workload, Reward and Work Environment to UD. RodaMas' Employees Productivity

The discriminated perception among employees about workload concept and realization, the ideal implementation of reward that can be experienced by them and the way owner and given management staffs emerge the most contented work environment are three reasons why Workload, Reward and Work Environment variables have constructive contribution in the changing of the UD. RodaMas employees productivity, individually and collectively. Employees are obligated to fulfill all responsibilities in the complete processes to produce products or to give service to people in one marketing area and inopportunely can create a different thought about the effective and efficient model of workload that will at least support the further development of a company or business unit and will give an impact in the ideal assessment of employees 'productivity. Any model of reward system from any manufacture or service company that can be knowledgeable and be cherished by employees in a company or business unit is with assurance vital in boosting their productivity when working for producing products or providing service and supplementary supporting the permanence of the company or business unit. Thus, each employee of this local based distributor company will be more motivated to work as hard as he or she can when the individual is given the circumstance that appropriate to work. The owner from UD. RodaMas and following employees give in-depth consideration about how workload is applied and is accepted by its' employees, the ideal level of reward that can be fully provided by this business unit and the ideal work environment that can be made, correspondingly and later impact the productivity that can be performed by them.

The Influence of Workload to UD. RodaMas' Employees Productivity

The dissimilar understanding from every individual employee that work in one manufacture or service company regarding with the functional workload system in the office and production factory or service site become the cause of the changing in the employee productivity from hired ones in UD. RodaMas. Each individual employee that is working in this business unit surely have diverse deliberation about positive and/or negative experiences that be felt when fulfilling the settled schedule of working hours that will lead to the perception about the emerged workload from working system in UD. RodaMas. There is a strong possibility that many employees in this business unit can have a destructive thought about the workload system when it is not really applied in the proper method. Thus, it will make employee productivity from UD. RodaMas become less productive than the normal assessment and give impact to its'financial profitability level. This research result is same with previous research Aljupri and Oktafien (2021) that workload influences employee productivity of PT. Abasando Prima Indonesia.

The Influence of Reward to UD. RodaMas' Employees Productivity

Reward is commonly given by any company or small and medium business tenant for ensuring all employees that work in the office and the production site or service location to give the most effective and efficient performance to the beneficial organization. In due course, this idea is also well-thought-out by the owner and employees of UD. RodaMas. Because of each individual employee in this business unit will have different part for supporting its'business development in UD. RodaMas, it is uncommon for employees in UD. RodaMas to receive the same amount of reward after optimally working there. Tactlessly, it is bent to described that the concept and following implementation of reward system in UD. RodaMas has to be implemented accurately to maintain the good working achievement in producing goods or providing service and later lead to the optimal employee productivity from its employees, and vice versa. This research result is same with previous researches. Kapororo, Wafula and Mwangi (2021) found that reward influences employee productivity of Rwanda Housing Authority.

The Partial Influence of Work Environment to UD. RodaMas' Employees Productivity

The similarity of the work environment from the UD. RodaMas and surrounded marketing area and other competed companies or business units in the Manado City become a reason why the third independent variable in this research do not give significant impact for the increasing or the declining of UD, just positively accompanying with the understanding of the influenced factor. Working is a basic obligation that must be steered by people to ensure their life will be sustained and only the ideal work environment that will make each one of them to work in the most effective and efficient direction, and unquestionably the other way around. When the majority of hired employees in one manufacture or service company just experience a standard work environment when completing demanded tasks from the company's management, the assessed employee productivity that is thought by them will not be really changed. This fact is also observable from UD. RodaMas employee that do not think that the actual work environment will actually boost the current positive working achievement in its office and the given marketing scope. This research result is same with previous research. Syifaa Lathiifa and Chaerudin (2022) found that work environment does not positively influence employee productivity of Online Retail XYZ Jakarta's employees.

CONCLUSION AND RECOMMENDATION**Conclusion**

Based on the overall results in the previous chapter, there are three main conclusions in this research, which are:

1. Workload positively and significantly influences UD. RodaMas' Employees Productivity. An increasing of Workload positively and significantly boosts UD. RodaMas' Employees Productivity and vice versa.
2. Reward positively and significantly influences UD. RodaMas' Employees Productivity. An increasing of Reward positively and significantly boosts UD. RodaMas' Employees Productivity and vice versa.
3. Work Environment positively and not significantly influences UD. RodaMas' Employees Productivity. An increasing of Work Environment positively and not significantly boosts UD. RodaMas' Employees Productivity and vice versa.

4. Workload, Reward and Work Environment positively and significantly influence to UD. RodaMas Employees Productivity. An increasing of Workload, Reward and Work Environment positively and significantly boosts UD. RodaMas Employees Productivity and vice versa.

Recommendation

1. The owner and management team of UD. RodaMas must preserve and boost the proper workload, reward and work environment from people whom frequently come here, related with the good degree of employees productivity of its' employees.
2. The owner and management team of UD. RodaMas have to also learn about other essential aspects that is impactable for the changing of its employee's productivity in the future.

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