

The effect of Work Overload and Toxic Workplace on employee performance at a Manufacturing Company in West Java

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Abstract

This study aims to examine and analyze the partial and simultaneous effects of work overload (X1) and a toxic workplace (X2) on employee performance (Y) within a manufacturing company in West Java. The research seeks to clarify how psychological and psychosocial pressures interact to determine workforce productivity in a high-demand industrial environment. This study utilizes an associative quantitative approach rooted in positivism. The population comprises 142 employees with approximately one year of tenure at a manufacturing firm in West Java. Using a simple random sampling technique, a sample size of 105 respondents was established via the Slovin formula with a 5% margin of error. Primary data was gathered using offline questionnaires measured on a 5-point Likert scale. Data analysis was executed via SPSS version 25, encompassing Pearson correlation validity tests, Cronbach's Alpha reliability tests, classical assumption tests (normality, multicollinearity, and heteroscedasticity), multiple linear regression, partial t-tests, simultaneous F-tests, and the coefficient of determination (R²). The multiple linear regression equation is written as $Y = 116.277 + 0.281 X1 - 2.220 X2$. The partial test (t-test) reveals that work overload has a positive and significant effect on performance (t-count = 6.770 > t-table = 1.983, p = 0.000 < 0.05). Conversely, a toxic workplace has a severe, highly significant negative effect on performance (t-count = -51.930, absolute value > 1.983, p = 0.000 < 0.05). Simultaneously, the F-test confirms that work overload and a toxic workplace exert a massive combined effect on performance (F-count = 8,324.784 > F-table = 3.09, p = 0.000 < 0.05). The coefficient of determination (R²) is 0.994, demonstrating that the joint model accounts for 99.4% of the variance in employee performance, indicating an exceptionally strong predictive model. At the macroeconomic and regional levels, the manufacturing sector in West Java serves as a critical engine for national economic growth. The findings indicate that while an increase in workload initially boosts short-term output, the presence of a toxic workplace characterized by systemic injustice, interpersonal friction, and poor communication acts as a catastrophic drag on labor productivity, causing a substantial drop-off in performance (B₂ = -2.220). For sustainable economic development, manufacturing firms must pivot from raw output maximization to psychosocial environmental management. Mitigating toxic workplace dynamics directly prevents structural labor inefficiencies, lowers high turnover costs, and optimizes human capital development. Promoting a stable and healthy labor ecosystem safeguards regional supply chains and ensures the manufacturing sector's long-term contribution to GDP growth. The novelty of this study lies in its simultaneous structural evaluation of work overload as an intensive physical demand and a toxic workplace as a distinct psychosocial construct, specifically within the labor-intensive manufacturing landscape of West Java. While previous industrial studies focused primarily on physical hazards or generic workloads, this research isolates the profound, non-technical impact of workplace toxicity, proving empirically that an unhealthy psychological climate can heavily undermine and override traditional performance metrics in an industrial factory setting

Keywords: Work Overload, Toxic Workplace, Employee Performance.

INTRODUCTION

The development of modern workplace characterized by digitalization, acceleration of production targets, as well as efficiency demands in the industrial sector has driven the increasing workload and complexity of the work environment in various manufacturing companies. High productivity pressures, changes in business processes, and the demands of completing work in a short time often trigger work overload and increase the potential for toxic workplace formation, especially in labor-intensive organizations such as the processing industry. This phenomenon is in line with international findings showing that the imbalance of HR capacity with modern work

demands can degrade performance and increase employee psychological distress. The context can also be observed in the national manufacturing industry sector in West Java, one of the strategic industrial sectors which has high production capacity and operational demands. The pressure of production targets that increases in every production period requires employees in the production, installation, and processing departments to work in an intensive rhythm.

Indications of high work pressure have been revealed in research in the sugar factory sector, such as the PT Perkebunan Nusantara X Tjoekir Sugar Factory study, which found that workload had a significant effect on employee burnout and performance (Rahmadiyah, 2021). A similar condition was also found in the manufacturing research of Pt Singa Mas Anugerah Berkah (2024) which showed that the work environment has a significant influence on employee performance even though the workload does not always have a direct impact. In addition, Auto2000 (2024) research shows that work overload can have a negative impact on performance if not managed properly. The findings show that the intensity of workload and working environment conditions are critical factors that determine the performance of employees in the industrial sector.

Although studies on workload and work environment have been carried out, some research gaps can still be identified. Most studies so far have examined workload and work environment separately, while research that simultaneously examines the effect of work overload in more specific concepts (excessive workload) and toxic workplace as a psychosocial construct (not just the physical environment) on employee performance is still rarely found. In fact, the interaction of these two factors has the potential to create a more complex impact on employee performance. In addition, the majority of studies on work overload and toxic workplace conducted in the hospital sector, banking, service companies, or private industry, so that research that combines these three variables in the manufacturing industry sector is still very limited. The manufacturing industry has different operational characteristics from other sectors, such as intense seasonal work rhythms (seasonal peaks), limited labor, and high production pressures, so the potential for the emergence of work overload and toxic workplace simultaneously is much greater.

From the perspective of novelty, this study contributes by simultaneously examining the influence of work overload and toxic workplace on employee performance in the context of manufacturing companies in West Java, which remains relatively under-researched. Previous studies by Firjatullah, Wolor, and Marsofiyati (2023) focused on the influence of work environment, work culture, and workload on employee performance. Meanwhile, Wirani and Sanjaya (2024) examined the influence of work overload and work environment on employee performance, while Balqist, Ramdan, and Nurmala (2023) investigated the impact of job pressure and toxic workplace on employee performance in contractor service companies. In contrast to these studies, this research integrates work overload and toxic workplace variables into a single research model to examine their influence on employee performance in the manufacturing sector. The manufacturing sector has distinct operational characteristics, such as strict production targets, demands for work efficiency, and high work activity intensity, which potentially give rise to work overload and toxic workplace simultaneously. Furthermore, this study is expected to enrich the literature on psychosocial factors affecting employee performance in the manufacturing sector in West Java.

The urgency of this research lies in the need for manufacturing companies to maintain productivity and employee performance amidst the increasingly competitive demands of the modern workplace. Various previous studies have demonstrated that workload and work environment conditions influence employee performance. Firjatullah et al. (2023) found that work environment, work culture, and workload affect employee performance. Similar findings were also shown by Wirani and Sanjaya (2024), who proved that work overload influences employee performance, as well as Balqist et al. (2023), who found that job pressure and toxic workplace have an impact on employee performance. Nevertheless, research that simultaneously

examines the influence of work overload and toxic workplace on employee performance in manufacturing companies in West Java remains limited. In fact, the manufacturing sector is characterized by work demands that require achieving production targets, punctuality, inter-division coordination, and high operational pressure, which may increase the risk of work overload and toxic workplace occurring simultaneously. These conditions can lead to decreased performance, increased work stress, and reduced company productivity. Therefore, this research is essential to provide empirical evidence regarding the influence of work overload and toxic workplace on employee performance and to serve as a basis for companies in formulating more effective human resource management policies to create a healthy and productive work environment.

RESEARCH METHODS

This study employed a quantitative associative research approach to analyze the influence of Work Overload (X1) and Toxic Workplace (X2) on Employee Performance (Y). According to Creswell (2018), quantitative research is an approach used to test objective theories by examining the relationship among variables that can be measured using research instruments and analyzed through statistical procedures. Furthermore, Sugiyono (2023) states that associative research aims to determine the relationship or influence between two or more variables. Therefore, this approach was used to identify the extent to which work overload and toxic workplace affect employee performance in a manufacturing company in West Java.

The population of this study consisted of all employees at a manufacturing company in West Java who had worked for approximately one year, totaling 142 employees based on data obtained from the Human Resources (HR) division. According to Arikunto (2019), population refers to the entire subject of research that possesses specific characteristics relevant to the research objectives. The sampling technique used in this study was simple random sampling, which is a random sampling technique where each member of the population has an equal opportunity to be selected as a sample. The sample size was determined using the Slovin formula with a 5% error tolerance, resulting in 105 respondents. The collected data were analyzed using SPSS version 25 through statistical testing to determine the influence of work overload and toxic workplace on employee performance.

Table 1. Variables Measurement

Variables	Indicators	Codes	Statements
Work Overload (X1) (Ramadani., 2022)	Work Targets	X1.1	The work targets assigned to me sometimes have to be completed within a limited time.
		X1.2	The assigned work targets sometimes make it difficult for me to complete tasks during normal working hours.
	Work Conditions	X1.3	I have to handle many tasks at the same time.
		X1.4	I often handle different tasks simultaneously.
	Work Standards	X1.5	The established work standards require me to work harder than usual.
		X1.6	The demands for work quality sometimes feel high compared to the available support.

	Time Utilization	X1.7	I have worked beyond working hours to complete certain tasks.
		X1.8	The available working time is sometimes insufficient to complete all tasks properly.
Toxic Workplace (X2) (Hoel & Cooper., 2001)	Conflict Among Coworkers	X2.1	I have seen differences of opinion among coworkers in the workplace.
		X2.2	Differences of opinion among coworkers sometimes affect work completion.
	Poor Communication	X2.3	Work-related information is sometimes delivered unclearly, causing misunderstandings.
	Unfairness in the Workplace	X2.4	Coordination among coworkers or departments sometimes does not run smoothly.
		X2.5	Task distribution in the workplace is sometimes perceived as uneven.
	X2.6	Opportunities or treatment in the workplace are sometimes perceived as not entirely equal among employees.	
	Lack of Managerial Support	X2.7	During busy work conditions, directions from supervisors are sometimes not fully clear.
		X2.8	Supervisors sometimes do not provide full support when I face difficulties at work.
Employee Performance (Y) (Robbins., 2006)	Quality	Y.1	I strive to maintain the quality of my work according to the expected standards.
		Y.2	I try to complete my work with good results.
	Quantity	Y.3	I am able to complete a considerable amount of work within a certain period.
		Y.4	I am able to complete tasks according to the assigned targets.
	Timeliness	Y.5	I am able to complete most tasks according to the specified deadlines.
		Y.6	I can manage my working time well to complete tasks on time.
	Effectiveness	Y.7	I use available resources effectively to achieve work goals.
		Y.8	I try to work in a more effective and efficient way.
	Independence	Y.9	I can complete tasks without relying too much on assistance from supervisors.

		Y.10	I am confident in making decisions related to my work.
	Work Commitment	Y.11	I feel responsible for the work that I do.
		Y.12	I strive to make a positive contribution to the company where I work.

Source: Compiled by the authors (2026)

RESULTS AND DISCUSSION

Result

Table 1. Respondents' Characteristics (N = 105)

Categories	Possible Answers	F	%
Age	< 25 years old	6	5.71%
	25-34 years old	43	40.95%
	35-44 years old	34	32.38%
	> 45 years old	34	32.8%
Gender	Male	97	92.38%
	Female	8	7.62%
Educational Background	Senior High School/Vocational High School	69	65.71%
	Diploma	28	26.67%
	Bachelor's Degree	8	7.62%
Work Status	Production Division	57	54.29%
	Administration and Others	15	14.29%
	Human Resources	33	31.43%
Length of Employment	1-5 years	53	50.48%
	6-10 years	0	00.0%
	> 10 years	52	49.52%

Source: Processed Data (2026)

Validity Test

The results of the validity calculations for the variables Workload (X1), Toxic Workplace (X2), and Job Performance (Y), using SPSS version 25 for Windows, are as follows:

Table 2. Questionnaire Validity Test Results

Statement	Correlation (r-count)	r-table	Pearson	Work	Remarks
				Overload (X1)	
X1.1	0,712	0,191		r-count > r-table	Valid
X1.2	0,721	0,191		r-count > r-table	Valid
X1.3	0,586	0,191		r-count > r-table	Valid
X1.4	0,644	0,191		r-count > r-table	Valid
X1.5	0,712	0,191		r-count > r-table	Valid

Based on the results of the validity test calculated using Pearson’s correlation, it was found that all items in the questionnaire had calculated r values greater than the table r value of 0.191 at a significance level of 0.05. Furthermore, the significance values for each item were all below 0.05. Therefore, the items in the Work Overload (X1), Toxic Workplace (X2), and Performance (Y) variables are considered valid and can be used as independent variables in this study.

Reliability test

Table 3. Questionnaire Reliability Test Results

Variable	Cronbach’s Alpha	Criteria	Remarks
Work Overload (X1)	0,822	> 0,60	Reliable
Toxic Workplace (X2)	0,676	> 0,60	Reliable
Employee Performance (Y)	0,956	> 0,60	Reliable

Source: Data Processing with SPSS software version 25 (2026)

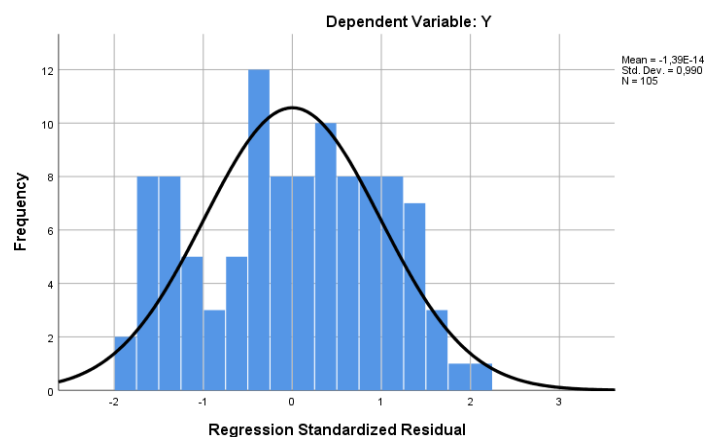
Based on the reliability test results, the Cronbach’s Alpha values obtained were 0.822 for the Work Overload variable (X1), 0.676 for the Toxic Workplace variable (X2), and 0.956 for the Employee Performance variable (Y). All Cronbach’s Alpha values were above the minimum threshold of 0.60, indicating that the research instruments for each variable had good and consistent reliability. Therefore, all statement items in this study were declared reliable and appropriate to be used as research measurement instruments.

Test of Classical Assumptions

Normality Test

The normality test is performed to determine whether the data in the study are normally distributed. The data are considered to be normally distributed if the significance level is greater than 0.05.

➤ Histogram

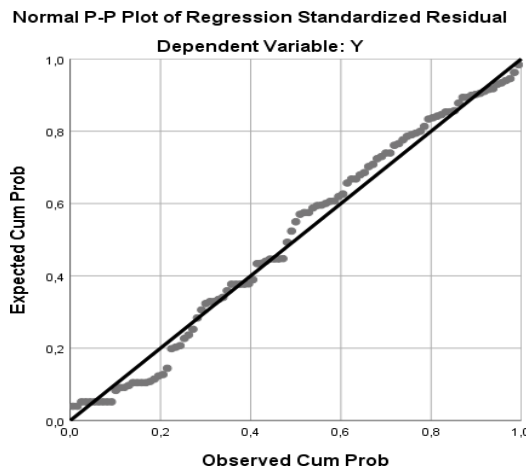


Source: Data Processing with SPSS software version 25 (2026)

Based on the normality test using the histogram graph, it can be seen that the residual data distribution was located around the center line and formed a pattern resembling a bell-shaped curve. In addition, the histogram bars were not skewed to the left or right, and most of the data followed a normal

distribution pattern. Therefore, it can be concluded that the research data were normally distributed, indicating that the normality assumption in the regression analysis had been fulfilled.

➤ Plot



Source: Data Processing with SPSS software version 25 (2026)

Based on the normality test using the Normal P–P Plot graph, it can be seen that the data points were distributed around and followed the direction of the diagonal line. The distribution of the points did not form a specific pattern and did not deviate far from the diagonal line. Therefore, it can be concluded that the residual data were normally distributed, indicating that the normality assumption in the regression analysis had been fulfilled.

➤ Kolmogorof-Smirnov test

Table 4.

Description	Value
Sample size (N)	105
Mean	0.0000000
Standard Deviation	0.92122032
Test Statistic	0.085
Asymp. Sig. (2-tailed)	0.060

Source: Data Processing with SPSS software version 25 (2026)

Based on the normality test using the Kolmogorov–Smirnov method, the significance value (Asymp. Sig. 2-tailed) obtained was 0.060. This value was greater than the significance level of 0.05, indicating that the residual data were normally distributed. Therefore, it can be concluded that the normality assumption in the regression analysis had been fulfilled.

Multicollinearity Test

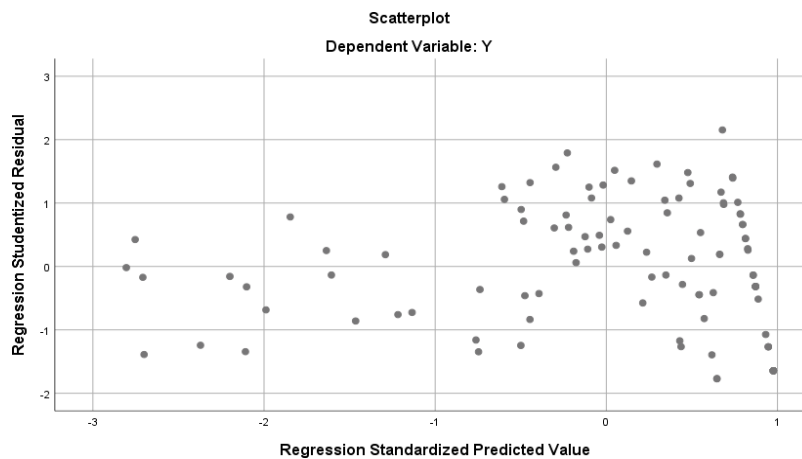
Independent Variables	Tolerance	VIF
Work Overload (X1)	0.125	7.986
Toxic Workplace (X2)	0.125	7.986

Source: Data Processing with SPSS software version 25 (2026)

The multicollinearity test was conducted to determine whether there was a correlation among the independent variables in the regression model. Based on the multicollinearity test results, the Tolerance values for the Work Overload (X1) and Toxic Workplace (X2) variables were both 0.125, which were greater than 0.10. In addition, the Variance Inflation Factor (VIF) values for both variables were 7.986, which were lower than 10.00. Therefore, it can be concluded that there was no multicollinearity among the independent variables, indicating that the regression model was appropriate for further analysis.

Heteroscedasticity Test

Source: Data Processing with SPSS software version 25 (2026)



The heteroscedasticity test was conducted to determine whether there was an inequality of variance in the residuals of the regression model. Based on the heteroscedasticity test results, the data points were randomly and evenly distributed above and below zero on the Y-axis and did not form a specific pattern. This indicates that heteroscedasticity did not occur, meaning that the residual variance was constant and the regression model fulfilled the heteroscedasticity assumption.

Multiple Regression Analysis

This section presents the results of multiple regression analysis used to determine the influence of independent variables on the dependent variable. The results of the analysis are presented through regression equations and interpretations of the regression coefficients for each variable.

Multiple Linear Regression Test

Variables	Unstandardized Coefficients (B)	t-value	Sig.
Constant	116.227	216.663	0.000
Work Overload (X1)	0.281	6.770	0.000
Toxic Workplace (X2)	-2.220	-51.930	0.000

Source: Data Processing with SPSS software version 25 (2026)

Based on the results of the multiple linear regression test, the following regression equation was obtained:

$$Y = 116.277 + 0.281X_1 - 2.220X_2$$

The constant value of 116.277 indicates that if the Work Overload (X1) and Toxic Workplace (X2) variables are considered constant or unchanged, the Employee Performance (Y) value would be 116.277. The regression coefficient value of Work Overload (X1) of 0.281 indicates that every one-unit increase in Work Overload would increase Employee Performance by 0.281, assuming the other variables remain constant. Meanwhile, the regression coefficient value of Toxic Workplace (X2) of -2.220 indicates that every one-unit increase in Toxic Workplace would decrease Employee Performance by 2.220, assuming the other variables remain constant. Therefore, the Toxic Workplace variable has a negative effect on Employee Performance.

Hypothesis Testing

t-Test (Partial)

The t-test is used to determine the partial effect of each independent variable on the dependent variable. The hypothesis is accepted if the significance level is less than 0.05.

Variables	Unstandardized Coefficients (B)	t-value	Sig.
Constant	116.227	216.663	0.000
Work Overload (X1)	0.281	6.770	0.000
Toxic Workplace (X2)	-2.220	-51.930	0.000

Source: Data Processing with SPSS software version 25 (2026)

The t-test was conducted to determine the partial effect of each independent variable on the dependent variable. Based on the test results, the Work Overload variable (X1) obtained a significance value of $0.000 < 0.05$ with a t-count value of $6.770 > t\text{-table } 1.983$, indicating that Work Overload had a significant effect on Employee Performance and the first hypothesis (H1) was accepted. Meanwhile, the Toxic Workplace variable (X2) obtained a significance value of $0.000 < 0.05$ with a t-count value of -51.930 , which was greater than the t-table value of 1.983 in absolute terms, indicating that Toxic Workplace had a significant negative effect on Employee Performance and the second hypothesis (H2) was accepted. In addition, the simultaneous test (F-test) results showed that Work Overload and Toxic Workplace simultaneously had a significant effect on Employee Performance; therefore, the third hypothesis (H3) was accepted.

F-Test (simultaneous significance test)

The F-test is used to determine the simultaneous effect of independent variables on the dependent variable. A regression model is considered significant if the p-value is less than 0.05.

Model	F-value	Sig.
Regression	8324.784	0.000

Source: Data Processing with SPSS software version 25 (2026)

The F-test was conducted to determine the simultaneous effect of the independent variables on the dependent variable. Based on the F-test results, the F-count value obtained was 8,324.784 with a significance level of 0.000. This significance value was lower than 0.05, and the F-count value was greater than the F-table value of 3.09. Therefore, it can be concluded that the Work Overload (X1) and Toxic Workplace (X2) variables simultaneously had a significant effect on Employee Performance, meaning that the third hypothesis (H3) was accepted.

Coefficient of Determination (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.997	0.994	0.994	0.930

Source: Data Processing with SPSS software version 25 (2026)

Based on the results of data processing using SPSS 25.0 for Windows in the Model Summary table, the correlation coefficient (R) value obtained was 0.997 and the coefficient of determination (R Square) value was 0.994 or 99.4%. This indicates that the Work Overload (X1) and Toxic Workplace (X2) variables were able to contribute 99.4% to Employee Performance (Y), while the remaining 0.6% was influenced by other variables outside the research model.

Discussion

The Influence of Work Overload on Employee Performance

Based on the research results, the Work Overload variable was proven to have a significant effect on Employee Performance. This was indicated by the t-test results showing a significance value of $0.000 < 0.05$ and a t-count value of $6.770 > t\text{-table } 1.983$. In addition, the multiple linear regression test showed a regression coefficient value of 0.281, indicating that Work Overload influenced changes in Employee Performance. These findings indicate that high workloads, job targets, and time pressure can affect employees' physical and mental conditions,

which ultimately impacts their performance. This result is consistent with previous studies stating that work overload can influence employee productivity and work effectiveness.

The Influence of Toxic Workplace on Employee Performance

The results of this study showed that Toxic Workplace had a significant negative effect on Employee Performance. This was proven by the t-test results with a significance value of $0.000 < 0.05$ and a t-count value of -51.930, which was greater than the t-table value of 1.983 in absolute terms. Furthermore, the multiple linear regression test produced a regression coefficient value of -2.220, indicating that an increase in toxic workplace conditions would decrease employee performance. An unhealthy work environment, such as workplace conflict, poor communication, work pressure, and unfair treatment, can cause stress and reduce employee motivation. These findings are in line with previous studies which stated that toxic workplace conditions negatively affect employee productivity and work performance.

The Influence of Work Overload and Toxic Workplace on Employee Performance

Based on the simultaneous test (F-test), the variables Work Overload and Toxic Workplace simultaneously had a significant effect on Employee Performance, with a significance value of $0.000 < 0.05$ and an F-count value of 8,324.784 > F-table 3.09. In addition, the coefficient of determination test showed an R Square value of 0.994, meaning that both variables were able to explain 99.4% of the influence on Employee Performance, while the remaining 0.6% was influenced by other variables outside this study. These results indicate that high workloads and unhealthy work environments simultaneously affect employees' working conditions and ultimately decrease employee performance. Therefore, companies need to manage workloads proportionally and create a healthy work environment to improve employee performance optimally.

CONCLUSION

This study aimed to analyze the effect of work overload and toxic workplace on employee performance at a manufacturing company in West Java. The results of the study indicate that work overload has a positive and significant effect on employee performance, while toxic workplace has a negative and significant effect on employee performance. Simultaneously, both variables significantly affect employee performance. These findings imply that companies need to manage employee workloads appropriately and create a healthy work environment to maintain and improve employee performance.

Practically, this study can be used as a reference for company management in formulating policies related to workload distribution, work systems, communication, and employee relations in order to create a more productive work environment. Future researchers are expected to examine other variables that may affect employee performance, such as work stress, motivation, leadership style, job satisfaction, or organizational culture, and to expand the research scope by involving different industrial sectors and larger samples

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