

## The Influence of Work Motivation and Workload on Employee Performance with Job Satisfaction as a Mediation Variable

Umi Laila Safitri<sup>1</sup>, Bambang Widagdo<sup>2</sup>, Khusnul Rofida Novianti<sup>3\*</sup>

Management Department, Universitas Muhammadiyah Malang, Indonesia

Corresponding E-mail: khusnulrofida@umm.ac.id

### Abstract

*This study aims to determine whether work motivation and workload have an influence on employee performance with job satisfaction as a mediating variable on CV. Indah Cemerlang Singosari. The type of research used in this research is quantitative method. While the data analysis technique used is Partial Least Square – Structural Equational Model (PLS-SEM). The sample in this study were all employees of the production division at CV. Indah Cemerlang Singosari, totalling 44 people using a saturated sampling technique. Based on the result of research that has been carried out using Partial Least Square – Structural Equational Model (PLS-SEM), it shows that work motivation has a significant effect on job satisfaction. While the workload has no significant effect on job satisfaction. Work motivation and job satisfaction have no significant effect on employee performance. Workload has a significant effect on employee performance. Job satisfaction does not mediate the effect of work motivation and workload on employee performance.*

**Keywords**— *Work Motivation, Workload, Employee Performance, Job Satisfaction*

### Abstrak

Penelitian ini bertujuan untuk mengetahui apakah Motivasi Kerja dan Beban Kerja mempunyai pengaruh terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai variabel mediasi pada CV. Indah Cemerlang Singosari. Jenis penelitian yang digunakan dalam penelitian ini adalah metode kuantitatif. Sedangkan Teknik analisis data yang digunakan adalah *Partial Least Square- Struktural Equational Model (PLS-SEM)*. Sampel pada penelitian ini adalah seluruh karyawan bagian produksi pada CV. Indah Cemerlang Singosari yang berjumlah 44 orang dengan menggunakan teknik sampling jenuh. Berdasarkan hasil penelitian yang telah dilakukan dengan menggunakan *Partial Least Square-Struktural Equational Model (PLS-SEM)*, menunjukkan bahwa Motivasi Kerja berpengaruh signifikan terhadap kepuasan kerja. Sedangkan Beban Kerja berpengaruh tidak signifikan terhadap kepuasan kerja. Motivasi kerja dan kepuasan kerja berpengaruh tidak signifikan terhadap kinerja karyawan. Beban kerja berpengaruh signifikan terhadap kinerja karyawan. Kepuasan kerja tidak memediasi pengaruh motivasi kerja dan beban kerja terhadap kinerja karyawan

Kata kunci: *Motivasi Kerja; Beban Kerja; Kinerja Karyawan; Kepuasan Kerja*

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Corresponding\_ author: khusnulrofida@umm.ac.id

## INTRODUCTION

Human resources are important assets owned by the company. Companies must be able to manage human resources well in order to achieve the goals of the company. The efforts made are expected to improve employee performance. Employees must have motivation or encouragement to carry out company goals. The more motivated employees are at work, the employees will work with a sense of calm and employees will not procrastinate their work so that work does not pile up and become a burden. The company must have a target for each employee in completing his work. If the company gives a heavy target with a short time for employees to complete the work, it causes a high workload. Because employees finish work being chased by time, employees will work less than optimally. This results in performance results that are not in accordance with company standards so that employee job satisfaction also affects employee performance.

Employee performance is the result of work both in quality and quantity that has been achieved by employees in carrying out their duties in accordance with their responsibilities, the work results will be adjusted to what is expected by the company with the standards or criteria in the company (Tampi, 2014). There are several factors that affect employee performance, namely work motivation, workload, job satisfaction. Work motivation is needed by employees to encourage employees to do their jobs with a high workload and also job satisfaction can affect employee performance.

Work motivation is a motivating factor for someone to do a certain activity, because of that motivation is often interpreted as a driving factor for someone's behavior (Amalia & Fakhri, 2016). As a motivating factor, work motivation can help employees in doing their jobs when the workload is high. Workload is a process carried out by a person in completing work or tasks carried out under normal circumstances within a certain period of time (Nabawi, 2019). To meet a high load, employees will usually work in a hurry so that their work is less than optimal. This can affect employee job satisfaction in carrying out their work. Job satisfaction is an assessment, feeling or attitude of employees at work as well as some of the desires and needs through work activities related to the work environment (Koesmono, 2014).

CV. Indah Cemerlang is one of the industrial companies that produces paving stone. To meet the needs of consumers CV. Indah Cemerlang provides good quality paving using modern equipment. CV. Indah Cemerlang certainly has targets that must be achieved in fulfilling orders from consumers and every employee must have a target to complete the work. By providing motivation to employees, it can increase employee's low interest in carrying out their work. If the company provides work with less time, it will become a workload. That way employees will do their jobs in a hurry so that the results of the paving do not match company standards. This can affect employee job satisfaction and affect employee performance.

## LITERATURE REVIEW

Employee performance according to Bangun (2012:231) is the result of work achieved by someone based on job requirements. Employee performance by Suttedjo & Mangkunegara (2018) is the result of work that reflects the success achieved in carrying out their duties and responsibilities according to predetermined standards. According to Siagian & Khair, (2018) Employee performance is the work achieved by a person during a certain period of time. There are 4 indicators for measuring employee performance according to Mangkunegara (2017), namely quality, quantity, implementation of duties and responsibilities. Motivation comes from the word motive (motive) which means encouragement, meaning that motivation is a condition that encourages or causes someone to do an activity (Bangun, 2012:312). Work motivation is a condition that moves employees to achieve a

company goal. Positive and pro mental attitude of employees towards work situations can strengthen work motivation to achieve strong performance (Sutedjo & Mangkunegara, 2018). Work motivation according to Sugiharjo & Aldata, (2018) is an impulse to act on the process of human behavior by considering the direction, intensity, and persistence in achieving goals. Indicators of work motivation according to Sutrisno (2009) are physiological needs, security needs, social relationship needs, recognition needs, and actualization needs.

Workload by Muhammad *et al.*, (2016) is a responsibility given by superiors and must be completed in accordance with the time allotted in order to achieve goals. Workload is a task that is given based on the result between work capacity and time that must be carried and is the responsibility of a position or organization (Nurwahyuni, 2019). Indicators in the workload according to Putra (2012) are targets to be achieved, working conditions, use of time, and work standards. Job satisfaction according to Bangun (2012: 327) is an employee who can feel his work whether it is fun or unpleasant to do. Job satisfaction is an employee's emotional state that occurs or does not occur between the remuneration of employees and the organization with the remuneration desired by the employee concerned (Nadhiroh, 2019). Job satisfaction according to Dessy & Sanuddin (2017) Satisfaction is a form of a person's feelings of satisfaction with his work, work situation, and co-workers. Job satisfaction is very important for an employee so that they can interact with the work environment so that work can be carried out properly in accordance with company goals. According to Widodo (2015), there are 6 job satisfaction indicators, namely salary, work itself, co-workers, superiors, promotions, and work environment. In line with the theories above, there are several journals that are used as references in this research.

Research conducted by Sugiharjo & Aldata (2018) shows that the variables of workload and work motivation have a significant effect on employee performance. Research conducted by Wiryang *et al.*, (2019) The results showed that simultaneously or partially work motivation and workload had no effect on employee performance. Research conducted by Zulaikha & Parmin (2019) shows the results that workload and emotional intelligence have a positive and significant effect on job satisfaction. The workload variable on employee performance has a negative and significant effect on employee performance, while emotional intelligence has a positive and significant effect on employee performance, job satisfaction and performance have a positive and significant effect. Research conducted by Lusri & Siagian (2017) show that work motivation has a positive effect on employee performance, work motivation has a positive effect on employee job satisfaction, job satisfaction has a positive effect on employee performance, and job satisfaction acts as a mediating variable between work motivation and employee performance.

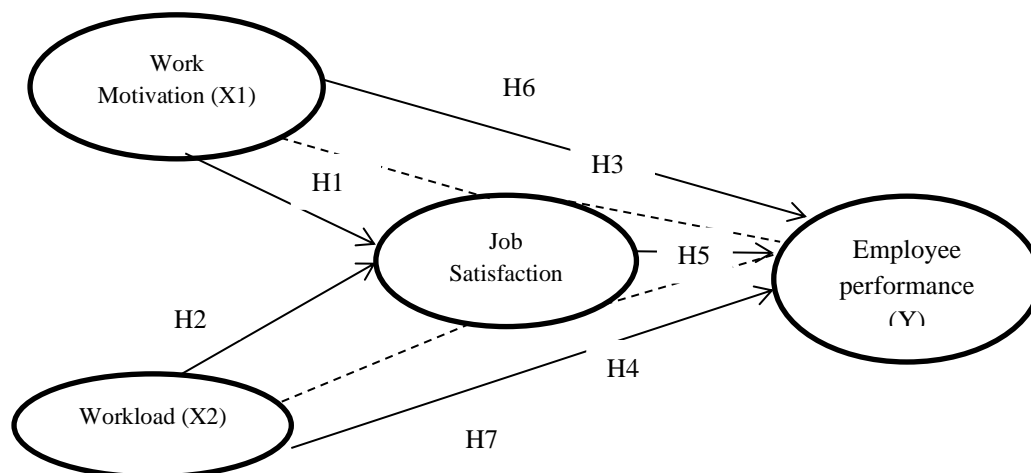
Research conducted Rismayadi & Maemunah (2016) shows that work motivation has a positive and significant effect on employee job satisfaction, meaning that work motivation is needed by employees to achieve high job satisfaction. Research conducted by Lumentut & Dotulong (2015) shows that motivation has a significant effect on job satisfaction. Research conducted by Hanafi & Yohana (2017) shows that work motivation has a positive and significant effect on job satisfaction. Research conducted by Mahendrawan & Ayu (2015) and Melati *et al.*, (2015) shows the results that the workload variable has no significant effect on job satisfaction, meaning that the greater the workload felt by the employee, the lower the job satisfaction felt by the employee. Nevertheless, research conducted by Sugiharjo & Aldata, (2018) and Hanafi & Yohana, (2017) shows the results that partially work motivation has a positive and significant effect on employee performance. This means that if motivation increases, it will affect the increase in employee performance. Research conducted by Rismayadi & Maemunah, (2016) shows that work motivation has a positive but not significant effect.

Research conducted by Rolos *et al.*, (2018) shows that workload has a negative and significant effect on employee performance. This means that if the workload increases, it will reduce the potential for employee performance, otherwise if the workload decreases, it will increase the potential for employee performance. Research conducted Nabawi (2019) shows that workload has a significant effect on employee performance. This means that employee performance will be maximized if the workload is met in a balanced manner. Moreover, research conducted by Arda (2017) and Rismayadi & Maemunah (2016) shows the results that job satisfaction has a positive but not significant effect on employee performance. This means that if the workload is increased, it does not necessarily mean that employee performance will increase. While the research conducted by Majid *et al.*, (2021) show that job satisfaction has a simultaneous and partial effect on employee performance. Therefore, hypotheses proposed in this research as follows:

- H1:** Work motivation has a significant effect on job satisfaction
- H2:** Workload has a significant effect on job satisfaction
- H3:** Work motivation has a significant effect on employee performance
- H4:** Workload has a significant effect on employee performance
- H5:** Job satisfaction has a significant effect on employee performance

Research conducted by Hanafi & Yohana (2017) shows that work motivation on employee performance mediated by job satisfaction has a significant effect. While the research conducted Rizkayani (2018) shows that job satisfaction does not mediate work motivation on employee performance, meaning that work motivation is a direct influence on employee performance. Meanwhile, Research conducted by Indra (2019) shows that job satisfaction successfully mediates workload on employee performance. While the research conducted by Anjani *et al.*, (2021) stated that the job satisfaction variable could not mediate the relationship between workload and employee performance. This means that employees still feel that their work is not up to standard so that the workload given is excessive which will affect employee job satisfaction.

- H6:** Work motivation has a significant effect on employee performance mediated by job satisfaction
- H7:** Workload has a significant effect on employee performance mediated by job satisfaction



**Figure 1** Research Framework

## RESEARCH METHOD

The type of research used in this research is quantitative method. The analytical method used is Partial Least Square – Structural Equational Model (PLS-SEM). The population and sample in this study were employees of the production division at CV. Indah Cemerlang, totalling 44 people. The data collection technique used is the saturated sampling technique. Collecting respondent data using Likert scale questionnaires distributed online. Work motivation is the drive that employees have to do their jobs. The indicators of work motivation used in this study are physiological needs, security needs, social relationship needs, recognition needs, and self-actualization needs (Sutrisno, 2009). Workload is a task given to employees that must be completed in a short period of time. The workload indicators used in this study are targets to be achieved, working conditions, use of time, and work standards (Putra, 2012). Job satisfaction is a condition felt by employees because of the achievement of a desire in a job. The job satisfaction indicators used are salary, work itself, co-workers, superiors, promotions, and work environment (Widodo, 2015). Employee performance is the quality and quantity of employee work based on job standards. The employee performance indicators used are quality, quantity, implementation of tasks, and responsibilities (Mangkunegara, 2017).

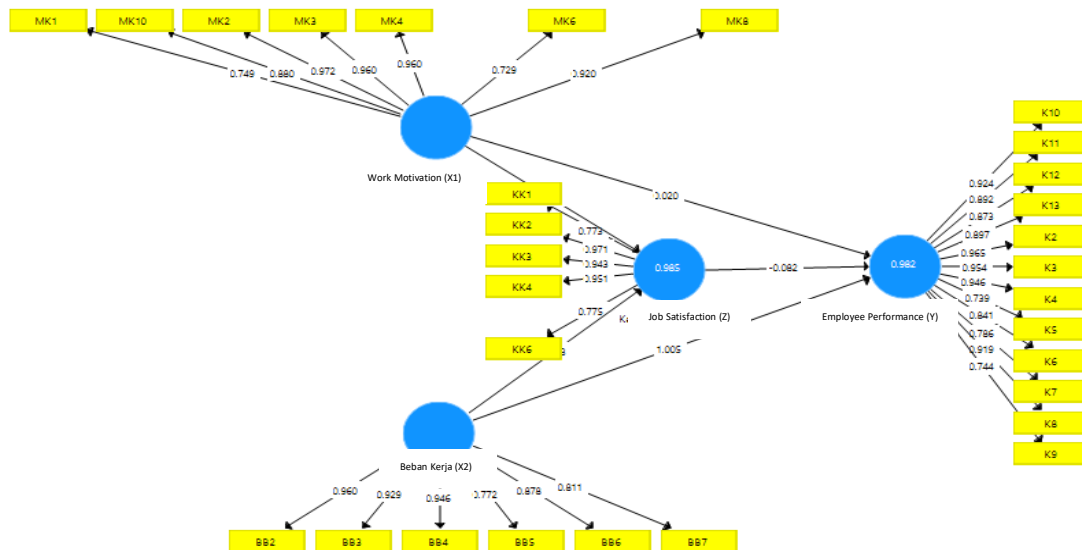
## RESULT AND DISCUSSION

The results of distributing questionnaires to 44 respondents can be described by characteristics based on gender, age, marital status, last education, and years of service.

**Table 1.** Characteristics of Respondents

No.	Category	Information	Amount	Percentage (%)
1.	Gender	Man	44	100%
		Woman	0	0%
2.	Age	25-30 years	7	15,9%
		31-40 years old	20	45,5%
		41-50 years old	10	22,7%
		51-60 years old	7	15,9%
3.	Marital status	Marry	44	100%
		Not married yet	0	0%
4.	Last education	Elementary School	2	4,5%
		Junior High School	16	36,4%
		Senior High School	25	59,1%
		Diploma	0	0%
		S1	0	0%
		S2/S3	0	0%
5.	Tenure	1-10 years	17	38,6%
		11-20 years old	25	56,8%
		21-30 years old	2	4,6%

From the table above, all employees of the production division at CV. Indah Cemerlang is a male as many as 44 people. Most of the respondents have an age between 31-40 years as many as 20 respondents. Employees at CV. Indah Cemerlang Most of them have married status as many as 44 respondents. The majority of the most recent education is SMA as many as 25 respondents. The working period of the majority of employees is 11-20 years, totalling 25 respondents. Test the validity and reliability in this study using PLS-SEM. The validity test uses convergent validity which is determined from the outer loading value of each variable.



**Table 2.** Validity Test Results

Variable	AVE
Work Motivation	0,786
Workload	0,784
Job Satisfaction	0,787
Employee performance	0,768

It can be seen from the table 2 above that the AVE value of all variables is greater than 0.5. This shows that the Discriminant Validity test is said to be good.

**Table 3.** Reliability Test Results

Variable	Composite Reliability	Cronbach,s Alpha
Work Motivation	0,962	0,952
Workload	0,956	0,943
Job Satisfaction	0,948	0,929
Employee performance	0,975	0,972

From the table above, it can be seen that the value of Composite Reliability and Cronbach's Alpha of all variables has a value > 0.7, this can be said to be reliable.

**Table 4.** R-SquareTest Results

	R Square	Information
Job satisfaction	0,985	High
Employee performance	0,982	High

It can be seen from the table above that the R Square value of job satisfaction is 0.985 or 98.5% which means that the ability of the variable work motivation and workload in explaining job satisfaction of 98.5% lies in a high value. The R Square value of employee performance is 0.982 or 98.2%, meaning that the ability of the variable work motivation and workload to explain employee performance of 98.2% lies in a high value.



**Table 5.** Direct Hypotheses Result

	Original Sample	Standard Error	T-Statistik	P-Value	Information
Work Motivation -> Job Satisfaction	0,990	0,014	69,714	0,000	Significant
Workload -> Job Satisfaction	0,013	0,034	0,368	0,713	Not significant
Work Motivation -> Employee Performance	0,020	0,180	0,111	0,911	Not significant
Workload -> Employee Performance	1.005	0,018	56,328	0,000	Significant
Job Satisfaction -> Employee Performance	-0.082	0,165	0,496	0,496	Not significant

**Table 6.** Indirect Hypotheses Result

	Original Sample	T Statistik	P Value	Information
Work Motivation -> Job Satisfaction -> Employee Performance	-0.081	0,496	0,620	Not significant
Workload -> Job Satisfaction -> Employee Performance	-0.001	0,163	0,871	Not significant

From the calculations in the path coefficient table and indirect effects, the following conclusions can be drawn: Hypothesis 1 is accepted with a T-statistical value T-table, namely 69.714 1.96 and P-value 0.000 0.05. Hypothesis 4 is accepted with a T-statistic value T-table, namely 57,328 1.96 and P-value 0.000 0.05. The results of hypothesis 1 and hypothesis 4 are supported by several journals with the same results, including research conducted by Lumentut & Dotulong (2015) with results showing that work motivation has a significant effect on job satisfaction. The research conducted by Nabawi (2019) shows the results that the workload has a significant effect on employee performance. Hypothesis 2 is rejected because the T-statistic value T-table is 0.368 1.96 and the P-value is 0.713 0.05. Hypothesis 3 was rejected because the T-statistic value T-table was 0.111 1.96 and the P-value was 0.911 0.05. Hypothesis 5 was rejected because the P-statistical value T-table was 0.496 1.96 and the P-value was 0.496 0.05. Hypothesis 6 was rejected because the T-statistic value T-table was 0.496 1.96 and the P-value was 0.620 0.05. Hypothesis 7 is rejected because the T-statistic T-table is 0.163 1.96 and the P-value is 0.871 0.05. The results of the research Hypothesis 2, Hypothesis 3, Hypothesis 5, Hypothesis 6, Hypothesis 7 are supported by journals that have the same research results, namely research conducted by Mahendrawan & Ayu (2015) which shows that the workload variable has no significant effect on job satisfaction. research conducted by Rismayadi & Maemunah (2016) shows the results that work motivation has no significant effect on employee performance. Research conducted by Arda (2017) shows that job satisfaction has no significant effect on employee performance. Research conducted by Rizkayani (2018) shows that job satisfaction does not mediate the effect of work motivation on employee performance. Research conducted by Anjani *et al.*, (2021) shows that job satisfaction cannot mediate the effect of workload on employee performance.

## CONCLUSION

Based on the results of the research that has been done, it can be seen that work motivation has a significant effect on job satisfaction, which means that work motivation is needed by employees to achieve high job satisfaction and workload has a significant effect on employee performance, which

means that employee performance will be maximized if the workload is met in a balanced manner. This study also shows the results that workload does not have a significant effect on job satisfaction. Work motivation and job satisfaction have no significant effect on employee performance. Job satisfaction is not able to mediate the effect of work motivation and workload on employee performance.

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