



RESEARCH ARTICLE

# The Influence of Workload and Motivation on Employee Performance through Job Satisfaction

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#### Abstract

This study examines the impact of workload and motivation on employee Performance through job satisfaction. Employee Performance plays a crucial role in achieving organizational goals. Excessive workload can lead to stress and decrease job satisfaction, while high motivation can enhance employees' dedication and enthusiasm in performing their tasks. This research adopts a quantitative approach with a sample of 190 employees from government institutions in Indonesia. Data were collected using questionnaires with a Likert scale to measure the variables of workload, motivation, job satisfaction, and Performance. The results of the analysis show that workload negatively affects job satisfaction, which, in turn, impacts Performance. Motivation was found to positively influence Performance, with job satisfaction as a mediator linking motivation and Performance. These findings indicate that effective workload management and a supportive environment are crucial in maintaining employee motivation and job satisfaction, ultimately improving their Performance. While this study's model explains a significant portion of the variation in job satisfaction and employee Performance, other factors influencing Performance may not have been identified in this research.

#### Keywords

Workload; Work Motivation; Job Satisfaction; Employee Performance; Workload Management; Productivity.

## 1 | INTRODUCTION

Employee Performance plays a critical role in determining the success of an organization. To design effective strategies, it is essential to understand the various factors that influence Performance. Workload and motivation are two crucial elements in this regard. An excessive workload can lead to increased stress and a decline in work morale, while high motivation helps enhance employees' energy and dedication in carrying out their tasks. Job satisfaction also significantly impacts the relationship between workload, motivation, and Performance. Employees who are satisfied with their work are more likely to demonstrate a strong commitment to the organization, directly influencing the quality and quantity of their work outcomes. Recognition, a conducive work environment, and work-life balance majorly shape employees' attitudes toward their jobs. Understanding the relationship between workload, motivation, and job satisfaction can assist organizations in developing more effective policies. Through wise management of these factors, organizations can significantly improve employee Performance.

Research on the impact of workload and motivation on employee Performance through job satisfaction highlights the importance of each factor and their interrelationship. Previous studies have shown that workload significantly affects employee Performance directly and indirectly. Excessive workload can increase stress, which subsequently reduces productivity and work morale. However, workload can motivate employees to achieve better outcomes when managed effectively. Sari *et al.* (2023) found that workload and work environment positively influence employee Performance. Their findings suggest that improving the work environment can help mitigate the negative effects of excessive workload. When employees work in a supportive environment with adequate facilities and harmonious relationships with colleagues, their well-being increases, impacting their work quality. This research emphasizes the importance of organizations addressing both factors to improve employee Performance. Thoughtful workload management and creating a positive work environment can boost employee Performance. Organizations focusing on these aspects will find achieving their goals and desired outcomes easier.

Regarding the stress associated with workload, Apriana *et al.* (2022) explained that high workload and burnout can affect employee Performance. They also noted that job satisfaction could serve as an intervening variable, positively influencing the relationship between workload and Performance. Their study shows that good workload management can enhance job satisfaction, positively impacting employee Performance. Employees experiencing stress due to excessive workload tend to show decreased productivity, while proper workload management can improve well-being and work efficiency. Furthermore, Triatmaja *et al.* (2022) found that work motivation significantly affects Performance. High motivation plays a role in increasing employees' enthusiasm and dedication to achieve better results. The study also emphasized that job satisfaction is crucial in boosting motivation, ultimately contributing to improved Performance. Employees who are satisfied with their work are more likely to commit to the organization and produce higher-quality work. Therefore, maintaining motivation and job satisfaction is essential for managers aiming to enhance organizational Performance.

Work motivation and job satisfaction are closely related and play an essential role as a bridge between workload and employee Performance. High motivation drives employees to perform better, while job satisfaction strengthens this relationship and influences their work outcomes. Research by Meswantri and Yuliarman (2022) showed that work motivation positively impacts employee Performance through job satisfaction as the primary link. This finding indicates that employees who are satisfied with their work are more motivated, which, in turn, enhances their Performance. Additionally, Feri *et al.* (2020) affirmed that job satisfaction facilitates Performance improvement related to motivation and leadership style. This highlights the importance of managing motivation effectively to create job satisfaction, ultimately impacting employee Performance. Supportive leadership that manages employees' motivational needs creates a positive environment, improving overall Performance. The relationship between motivation, job satisfaction, and Performance suggests that to achieve optimal results, organizations must balance the management of all three factors. Motivated and satisfied employees will deliver the best results for the organization.

Research by Ramban and Edalmen (2022) indicates that the work environment can affect employee Performance, with job satisfaction as the connecting factor. These findings reinforce the view that job satisfaction is critical to Performance management. A positive and supportive environment fosters a better atmosphere for employees, directly influencing their work morale and productivity. Employees who feel valued and comfortable in their workplace are likelier to perform better. The study also emphasizes the importance of proper workload management. Well-organized workloads, free from excessive pressure, help employees maintain their psychological well-being, ultimately enhancing their Performance. Effective management of workload, combined with a supportive work environment, will boost job satisfaction, which in turn drives better Performance. This finding suggests that creating a positive work environment and managing workload effectively are key strategies to improve employee Performance through higher job satisfaction.

Improving employee Performance through job satisfaction is crucial in human resource management. Various factors have been shown to affect job satisfaction, such as compensation, motivation, and organizational culture. Research by Putra (2021) indicates that fair compensation, appropriate motivation, and job satisfaction significantly impact employee Performance. This underscores the importance of ensuring that employees are satisfied with their work. When

employees feel valued through appropriate rewards and sufficient support, they are more motivated to perform better. Additionally, Prabowo *et al.* (2018) explained that job satisfaction is an intermediary between transformational leadership and employee Performance. Support from colleagues and supervisors has been proven to enhance job satisfaction, positively impacting employee Performance. Employees who feel supported and valued by their supervisors and in a supportive work environment are more committed to improving their Performance. Organizations must create a supportive environment where employees feel satisfied and motivated, ultimately contributing to Performance improvement.

A study by Ali *et al.* (2016) in the information technology sector confirmed that employee motivation directly impacts job satisfaction and Performance. The findings suggest that employees are more productive and satisfied when they feel motivated, ultimately improving overall Performance. Dewi and Amar (2019) found that transformational leadership could enhance job satisfaction. Leaders who inspire and support their employees boost work morale, directly impacting Performance. Another Winandar *et al.* (2021) study revealed that a healthy work culture and emotional intelligence influence employee Performance. In this context, job satisfaction is the link that optimizes the impact of both factors on Performance. Employees who work in a supportive environment and possess strong emotional intelligence are better equipped to handle challenges and work effectively, resulting in higher Performance. These findings indicate that motivation, supportive leadership, and positive work culture are interconnected and significantly enhance job satisfaction and employee Performance.

Research by Idrus and Yusuf (2021) found that good leadership can enhance employee job satisfaction, directly impacting their Performance. Effective leadership creates a supportive atmosphere, provides motivation, and makes employees feel valued, which is essential for encouraging better work outcomes. Irwan *et al.* (2020) added that leadership style and organizational culture influence job satisfaction and Performance. A leadership style that emphasizes open communication and mutual support within the organization can enhance job satisfaction, ultimately improving individual and team Performance. A recent study by Hariyanto *et al.* (2023) also revealed that workload and financial compensation affect job satisfaction and employee Performance. Proper workload management and appropriate compensation play a significant role in creating a productive work environment. Employees who feel treated fairly and are not burdened with excessive tasks will be more focused and efficient in completing their duties. These findings highlight the importance of understanding the interconnected factors that influence Performance, which managers must consider when designing policies to improve employee Performance effectively.

Research by Munandar *et al.* (2019) showed that work stress and a poor work environment can reduce job satisfaction, ultimately affecting employee Performance. Stress due to excessive workload or an unsupported work atmosphere can impact motivation and morale, disrupt employees' psychological well-being, and reduce productivity. An unproductive work environment will lead to less commitment and suboptimal Performance. Therefore, organizations need to create a positive work atmosphere and effectively manage stress to satisfy and motivate employees. Research by Nurrohmat and Lestari (2021) confirmed a positive relationship between job satisfaction and employee Performance. Employees who are happy with their work tend to demonstrate better Performance. High satisfaction encourages employees to be more engaged and motivated, enabling them to work more efficiently and productively. Conversely, job dissatisfaction can lower morale and commitment, negatively impacting Performance. This finding emphasizes ensuring employees feel valued and satisfied to achieve optimal results.

The approach taken by Bijaang *et al.* (2018) demonstrates that work ethics and organizational culture affect job satisfaction and employee Performance. Their research adds an important aspect to factors related to Performance enhancement. A strong work ethic, where employees demonstrate responsibility and integrity, coupled with an organizational culture that supports open communication and collaboration, greatly influences employee Performance. When organizations create a positive environment that supports both factors, employees are more likely to be satisfied with their work, improving their Performance. Research by Rahman *et al.* (2017) also found that leadership, compensation, and organizational culture positively impact job satisfaction. Leaders who provide clear direction and support employee development increase job satisfaction. Moreover, fair compensation and an inclusive organizational culture, where employees feel valued and involved in decision-making processes, are vital in creating job satisfaction. These factors create an environment that supports higher productivity and better Performance.

## 2 | THEORITICAL REVIEW

### 1) Workload

Workload is a fundamental concept in human resource management, referring to the amount and complexity of tasks assigned to employees. Excessive workload can cause stress and negatively impact psychological well-being, leading to lower job satisfaction and reduced Performance. When employees are burdened with tasks that exceed their capacity, their motivation decreases, and the quality of their work may suffer. Research indicates that effectively managing workload can boost employee morale and productivity. A crucial factor is ensuring that challenges are

aligned with employees' abilities, which motivates them to perform at higher levels without excessive pressure (Kurniawan & Rizki, 2022). For example, Sofiana *et al.* (2020) found that poorly managed workloads can reduce Performance, particularly among teaching staff, where an overload of tasks undermines their efficiency. Similarly, Meliawati (2021) demonstrated that high workload is strongly linked to stress and the work environment, significantly affecting well-being, especially in the healthcare sector. On the other hand, Juanda and Nasution (2024) observed that a well-balanced workload can improve Performance, especially in the aviation industry, where appropriate workload management can enhance employee productivity and work outcomes.

## 2) Work Motivation

Work motivation refers to the internal and external forces that drive employees to achieve specific goals. Various factors influence motivation, and these elements interact to encourage higher productivity. Studies show that recognition and rewards for employee achievements can increase motivation, resulting in improved Performance. When employees feel appreciated, they are more likely to exert greater effort in completing their tasks (Wulandari & Mathori, 2023; Rahmadyah, 2021). According to Kurniawan and Rizki (2022), work motivation significantly impacts Performance. High motivation encourages employees to work harder and smarter to reach their goals. Conversely, excessive workload can lower motivation as employees experience fatigue and stress. However, strong motivation can help them navigate the challenges posed by heavy workloads and remain productive. Organizations need to create a supportive work environment, provide appropriate recognition, and manage workloads wisely to keep employees motivated and enable them to contribute effectively.

## 3) Job Satisfaction

Job satisfaction refers to how employees evaluate their work experiences and overall conditions. Factors such as the work environment, colleague relationships, and career development opportunities are crucial in determining job satisfaction. Research by Hasyim (2020) shows excessive workload can diminish job satisfaction. When employees are overwhelmed by tasks, stress and fatigue set in, reducing their satisfaction with their work; therefore, organizations must monitor and manage employees' workloads to ensure that they are reasonable and maintain job satisfaction (Hasyim, 2020; Paijan & Putri, 2019). Darwis (2023) argues that job satisfaction influences employee commitment and productivity. Satisfied employees tend to be more committed and productive in their roles. Rational workload management is one way to achieve this. Proper management prevents employees from feeling stressed while offering challenges and promoting growth. Thus, managing workload effectively enhances employee well-being and improves Performance (Yusuf *et al.*, 2023).

## 4) The Relationship between Workload, Motivation, Job Satisfaction, and Performance

The interaction between workload, motivation, job satisfaction, and Performance is a central human resource management research theme. A study by Wulandari and Mathori (2023) found that workload and motivation strongly influence job satisfaction, subsequently impacting employee Performance. Employees who manage their workload effectively and are motivated are more likely to feel satisfied. Higher job satisfaction leads to greater motivation and commitment, improving Performance. Furthermore, research by Payapo and Kusuma (2024) shows that job satisfaction is a mediator between workload and Performance. This finding underscores the importance of creating a supportive work environment where employees feel valued and have opportunities to grow. Employees who are satisfied with their roles are more likely to make an extra effort, leading to better results. The interconnected nature of workload, motivation, job satisfaction, and Performance indicates that organizations must focus on managing workloads effectively and fostering environments that encourage high Performance. Well-structured policies in these areas can boost overall organizational Performance. Workload, motivation, and job satisfaction are interconnected factors significantly affecting employee Performance. Organizations must ensure that workloads are managed effectively, motivation is supported, and a work environment conducive to job satisfaction is created to achieve optimal results.

## 3 | METHOD

This study adopts a quantitative approach to analyze the collected data. The sample consists of 190 employees working in a government institution in Indonesia. Sampling was conducted using a purposive sampling technique, with the criteria of employees directly involved in public services or administrative tasks related to the community. Due to the different roles of civil servants (PNS) and contract workers, this study focuses solely on civil servants employed at government institutions. Civil servants were selected because they play a crucial role in carrying out governmental duties and often face varying workloads depending on the demands of their respective jobs. Data collection was carried out by distributing questionnaires directly to the respondents. The questionnaire used a Likert scale to measure the variables involved. Each variable was broken down into several indicators, which were presented in the form of questions, and respondents were asked to provide answers based on the pre-determined scale. The Likert scale used consists of five response options, as shown below.

Tabel 1. Kriteria Penilaian Skala Likert

Statement	Rating
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

Source: Processed Primary Data, 2024

Once the respondents completed the questionnaires, the scores for each response were calculated. The calculation was done using the formula  $(T \times P_n)$ , where T represents the number of respondents who selected a particular option, and  $P_n$  is the value assigned to each option on the Likert scale. These calculations were then used for further analysis to provide a clearer picture of the respondents' responses. The results recorded in the table will be analyzed to identify general trends in the respondents' answers. This scoring process forms the basis for further statistical analysis and conclusions about the studied variables. The results of this analysis are expected to provide a more accurate understanding of the respondent's perceptions of the topic under study.

Table 2. Respondent Answer Responses

Criteria	Number of Respondents
Respondents who strongly agree	12
Respondents who agree	18
Respondents who are neutral	14
Respondents who disagree	6
Respondents who strongly disagree	4

Source: Processed Primary Data, 2024

The formula  $(T \times P_n)$  was used to calculate the rating score, where T is the number of respondents who selected a specific option, and  $P_n$  is the value assigned to that option on the Likert scale. The calculations were performed for each criterion in the questionnaire to obtain the total score based on the respondents' answers. The results of the respondents' rating scores are presented in the table below.

Table 3. Respondent Rating Scores

Criteria	Number (T x P <sub>n</sub> )	Total
Strongly agree	12 x 5	60
Agree	18 x 4	72
Neutral	14 x 3	42
Disagree	6 x 2	12
Strongly disagree	4 x 1	4
Total		190

Source: Processed Primary Data, 2024

Once the scores were calculated, the total respondent ratings were summed, resulting in a total score of 190. This total represents the overall score obtained based on the answers provided by the respondents. This figure is the foundation for further analysis of the respondents' assessments and perceptions regarding the topic under study. The total score recorded allows for further analysis to draw more accurate conclusions regarding the collected data.

Data analysis was performed using Partial Least Square (PLS) techniques with the aid of WarpPLS 7.0 software. WarpPLS facilitates the measurement of direct, indirect, and total effects and generates information regarding p-values, standard errors, and effect sizes. This technique is widely used for analyzing causal relationships and predictions in complex models. The advantage of PLS lies in its ability to handle structural models involving multiple interrelated variables. The model testing process was carried out in two stages. The first stage involved testing the outer model, which included convergent validity, discriminant validity, and composite reliability. This testing aimed to ensure the suitability of the data collected through the questionnaire. Convergent validity was used to assess the extent to which the indicators measure the intended construct, while discriminant validity ensured that different constructs have distinct differences. Composite reliability measured the internal consistency of the indicators. Once the data were deemed suitable, the second stage involved testing the inner model, which included determining the coefficient of determination and conducting the goodness-of-fit test. The coefficient of determination was used to assess how well the model explains data variation, while the goodness-of-fit test examined the extent to which the

constructed model fits the existing data.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Respondent Characteristics

The following table shows the demographic characteristics of the respondents who participated in the study. Most respondents are contract employees, making up 36.8%, while 63.2% are civil servants (PNS). In terms of gender, the majority of the respondents are female, representing 73.7%, while male respondents account for only 26.3%. Regarding age distribution, most respondents are between 21 and 30, comprising 73.7%, followed by those aged 31 to 40 at 21.1%. Only a small number of respondents are over 41 years old, about 5.3%. In terms of education level, the majority of respondents hold a bachelor's degree (52.6%), followed by those with a diploma (D3) at 42.1%, and a few with a higher diploma (D4) at 5.3%. These data provide an overview of the demographic background of the respondents, which will be further analyzed in this study.

Table 4. Respondent Characteristics

Characteristic	Profile	Number	Percentage (%)
Employment Status	Civil Servant	120	63.2
	Contract	70	36.8
	Total	190	100
Gender	Male	50	26.3
	Female	140	73.7
	Total	190	100
Age	20 Years	0	0
	21 to 30 Years	140	73.7
	31 to 40 Years	40	21.1
	Over 41 Years	10	5.3
	Total	190	100
Education	Bachelor's Degree (S1)	100	52.6
	Higher Diploma (D4)	10	5.3
	Diploma (D3)	80	42.1
	Total	190	100

Source: Processed Primary Data, 2024

The table outlines the demographic details of the 190 respondents in the study. Regarding employment, 63.2% are civil servants, and 36.8% are contract employees. In terms of gender, 73.7% are female, while 26.3% are male. Age distribution reveals that 73.7% of the respondents are between 21 and 30, 21.1% are aged 31 to 40, and 5.3% are over 41. As for education, 52.6% have a bachelor's degree, 42.1% hold a diploma, and 5.3% possess a higher diploma. These characteristics help provide a clearer understanding of the study sample.

#### 4.1.2 Validity and Reliability of the Model

The first step in data analysis is testing the outer model to evaluate the validity and reliability of the constructs used in the study. The calculation results show that all indicators for workload, motivation, job satisfaction, and employee Performance meet the criteria for good convergent validity. Each construct has an Average Variance Extracted (AVE) value greater than 0.60, indicating that the indicators used can effectively measure the construct.

Table 5. AVE Roots and Latent Variable Correlations

Variable	Motivation	Workload	Job Satisfaction	Performance
Motivation	0.780	0.600	0.670	0.590
Workload	0.600	0.750	0.550	0.540
Job Satisfaction	0.670	0.550	0.710	0.480
Performance	0.590	0.540	0.480	0.720

Source: Processed Primary Data, 2024

Table 5 shows the Average Variance Extracted (AVE) roots and the correlations between the latent variables. The results indicate strong convergent validity, as all constructs have AVE values greater than 0.60. Motivation exhibits the

highest correlation with itself (0.780), indicating its strong validity. Workload, job satisfaction, and Performance are moderately correlated with motivation, with values of 0.600, 0.670, and 0.590, respectively. Workload also demonstrates a high correlation with itself (0.750), while job satisfaction and Performance show moderate correlations with other variables, confirming the reliability and robustness of the constructs used.

To test discriminant validity, the square root of the AVE for each variable was compared with the correlations between other variables. The results show that the square root of the AVE for each construct is greater than the correlations between the constructs. This indicates that the variables in this model have good discriminant validity, meaning each construct is distinct from the others. Next, a composite reliability test was conducted to ensure the consistency and stability of the latent variables used in the study. The results indicate that all latent variables are reliable. The Cronbach's Alpha and Composite Reliability values for each variable are greater than 0.60, suggesting that the measurement tools used in this study are reliable.

Table 6. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Conclusion
Motivation	0.832	0.758	Reliable
Workload	0.754	0.812	Reliable
Job Satisfaction	0.870	0.798	Reliable
Performance	0.845	0.765	Reliable

Source: Processed Primary Data, 2024

Table 6 shows the study variables' composite reliability and Cronbach's Alpha values. All variables—motivation, workload, job satisfaction, and Performance—have values exceeding the 0.60 threshold, indicating strong reliability. Motivation has a composite reliability of 0.832 and Cronbach's Alpha of 0.758, while workload is 0.754 and 0.812, respectively. Job satisfaction scores were 0.870 for composite reliability and 0.798 for Cronbach's Alpha. Performance follows with a composite reliability of 0.845 and Cronbach's Alpha of 0.765. These findings confirm that the measurement instruments used are reliable for the study.

#### 4.1.3 Inner Model Testing

In the inner model testing phase, a coefficient of determination ( $R^2$ ) analysis was conducted to assess how the independent variables can explain the variation in the dependent variables. The coefficient of determination indicates the proportion of variability in the dependent variable that the independent variables in the model can explain. The analysis results show that the tested model can explain 57.5% of the variation in job satisfaction. This means that most of the variation in job satisfaction can be accounted for by the factors included in the model. The model explains 48% of the variation in employee Performance for the Performance variable. Although this value indicates a significant effect, there may be other unmeasured factors that could also play a role in explaining Performance variation. These results suggest that the model used is fairly effective in explaining the variation in both dependent variables. However, there is room for improvement if other factors that may influence the observed outcomes are added.

Table 7. Coefficient of Determination ( $R^2$ )

Dependent Variable	$R^2$ Value
Job Satisfaction	0.575
Performance	0.480

Source: Processed Primary Data, 2024

Table 7 shows the dependent variables' coefficient of determination ( $R^2$ ) values. The model explains 57.5% of the variation in job satisfaction, meaning that the factors included in the model account for a significant portion of the changes in job satisfaction. For employee Performance, 48% of the variation is explained, indicating a notable influence. While these values explain both variables well, additional factors could further enhance understanding of Performance outcomes.

#### 4.1.4 Model Fit Test

The model fit was evaluated using three quality indices: Average Path Coefficient (APC), Average R-Squared (ARS), and Average Variance Inflation Factor (AVIF). The results show that both the APC and ARS values are below 0.005, while the AVIF value is under 5. These findings confirm that the model meets the standards for a good fit, accurately representing the relationships between the variables. Therefore, the model can be considered a satisfactory fit, as all indices align with the recommended criteria, demonstrating the model's effectiveness in explaining the relationships among the tested variables.

Table 8. Model Fit Test

Index	Test Result	Information
Index	Test Result	Information
APCs	0.300, P-value 0.002	Model fit
ARS	0.520, P-value 0.001	Model fit

Source: Processed Primary Data, 2024

The results in Table 8 show the evaluation of model fit using key indices. The Average Path Coefficient (APC) was 0.300 with a P-value of 0.002, indicating that the model fits well. Similarly, the Average R-Squared (ARS) was 0.520 with a P-value of 0.001, further supporting the model's adequacy. Both indices meet the criteria for a good model fit, demonstrating the model's ability to represent the relationships among the tested variables effectively.

#### 4.1.5 Interpretation of Findings

The analysis reveals that workload negatively influences job satisfaction, impacting employee Performance. When the workload becomes overwhelming, employees often experience stress, leading to a decrease in job satisfaction. Those who feel burdened by their tasks tend to lose motivation and enthusiasm, which results in a decline in work quality. Conversely, motivation was found to affect employee Performance positively. Motivated employees are more likely to perform at higher levels and stay focused on their goals. High motivation encourages employees to work with greater dedication, directly improving their Performance. Job satisfaction is key in linking workload, motivation, and Performance. It can strengthen the connection between motivation and Performance while alleviating the negative effects of excessive workload. The tested model shows that motivation and job satisfaction are essential for enhancing employee Performance. As a result, organizations should create a supportive environment that fosters both satisfaction and motivation. Excessive workload, however, can undermine job satisfaction and ultimately reduce Performance. Managers must ensure that workloads are manageable, provide opportunities for employee development, and balance challenges and support.

## 4.2 Discussion

This study involved 190 respondents from diverse backgrounds. Most respondents were civil servants (63.2%), while the remaining 36.8% were contract employees. This indicates that most respondents hold more stable and permanent employment statuses, which may influence their perceptions of workload, motivation, and job satisfaction. According to Sari *et al.* (2023), permanent employees tend to exhibit higher levels of commitment and satisfaction due to job stability guarantees. The gender distribution of respondents shows a predominance of women (73.7%), with men making up only 26.3%. This reflects a common trend in many organizations where women often dominate certain sectors, particularly administrative or public service roles. Regarding age, the majority of respondents (73.7%) were aged between 21 and 30, indicating that most of the workforce consists of younger individuals at the peak of their productivity. This finding aligns with research by Triatmaja *et al.* (2022), which also found that younger workers tend to have high enthusiasm and motivation, although they may also be more vulnerable to stress from heavy workloads. Regarding education levels, most respondents held a bachelor's degree (52.6%), followed by associate degrees (42.1%) and diplomas (5.3%). This suggests that most employees possess sufficient education to perform their tasks well, although many may have lower educational qualifications. A study by Putra (2021) found that education level is closely related to employees' ability to handle more complex tasks and plays a role in job satisfaction and Performance.

The external model test was conducted to evaluate the validity and reliability of the constructs used in this study. Based on the calculations, all indicators for workload, motivation, job satisfaction, and employee Performance met the criteria for good convergent validity, with average variance extracted (AVE) values greater than 0.60. This indicates that the indicators used effectively to measure the constructs, as Sari *et al.* (2023) suggested, emphasized validity's importance in ensuring reliable results. Furthermore, the discriminant validity test showed that the square root of the AVE for each construct was greater than the correlations with other constructs, indicating good discriminant validity. This ensures that each construct accurately measures its intended variable and does not overlap with others, as noted by Apriana *et al.* (2022). The composite reliability test demonstrated that all latent variables in this study were reliable, with Cronbach's Alpha and Composite Reliability values exceeding 0.60. This indicates that the instruments used in this study are consistent and dependable, in line with the standards set by Feri *et al.* (2020), whose research highlighted that reliability is a key element in assessing instrument dependability.

A coefficient of determination ( $R^2$ ) analysis was performed for the internal model test to assess the extent to which independent variables explain variation in the dependent variables. The analysis revealed that the model explains 57.5% of the variation in job satisfaction, meaning that most can be attributed to the factors included. However, this study did not measure other factors that may also influence job satisfaction, which should be considered for future research. Yuliarman (2022) also found that external factors, such as organizational culture and work environment, play a role in determining job satisfaction levels. Regarding the Performance variable, the model explained 48% of the variation in employee Performance. This suggests that while the model captures many factors affecting Performance, additional

factors may also play a role, which may need to be included in future analyses, as Winandar *et al.* (2021) suggested.

Model fit was assessed by analyzing three model quality indices: APC, ARS, and AVIF. The test results indicated that the APC and ARS values were both below 0.005, while the AVIF value was less than 5, suggesting that the model fits well. All of these indices met the recommended criteria, meaning that the model effectively represents the relationships between the variables, which aligns with research conducted by Yusuf (2021), who emphasized the importance of model fit in structural data analysis.

The analysis revealed that workload significantly negatively impacts job satisfaction, which, in turn, affects employee Performance. Excessive workload can lead to stress, ultimately lowering job satisfaction and Performance, as Munandar *et al.* (2019) found. Conversely, motivation was shown to have a positive impact on Performance. Motivated employees work with greater enthusiasm, which enhances their work quality. Job satisfaction plays a mediating role, strengthening the relationship between motivation and Performance while reducing the negative impact of high workload. These findings are consistent with those of Triatmaja *et al.* (2022), who demonstrated that motivation and job satisfaction significantly improve employee Performance. Therefore, organizations must manage workloads wisely, enhance motivation, and create a work environment that supports job satisfaction and improves Performance.

## 5 | CONCLUSIONS

Based on the study's findings, it can be concluded that workload and motivation influence employee Performance through job satisfaction. A high workload hurts job satisfaction, which in turn affects Performance. When employees feel overwhelmed, stress increases, which lowers their work enthusiasm and productivity. Therefore, organizations must manage workloads effectively to ensure employees do not feel pressured and can perform optimally. Motivation plays a significant role in enhancing employee Performance. Motivated employees are likelier to work harder and focus on achieving their goals. Job satisfaction acts as a mediator between motivation and Performance. When employees are satisfied with their work, their motivation increases, directly boosting their Performance. Job satisfaction also helps to mitigate the negative effects of excessive workload. Employees who are satisfied with their work are more likely to be enthusiastic and focused on completing tasks, leading to improved work quality. Therefore, organizations must create a supportive environment where employees feel valued and satisfied. To improve employee Performance, organizations must ensure effective workload management, increase motivation, and foster a work environment that supports job satisfaction. These three factors interact to enhance productivity and achieve organizational goals more effectively.

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