

THE EFFECT OF MOTIVATION AND WORKLOAD ON EMPLOYEE PERFORMANCE BY MEDIATING ORGANIZATIONAL COMMITMENT TO THE BLITAR CITY REGIONAL SECRETARIAT

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ABSTRACT

Keywords: workload; performance; commitment.	motivation; employee organisational	This research aims to analyse and prove the effect of work motivation on performance, work motivation on organisational commitment, workload on employee performance, workload on organisational commitment, organisational commitment on employee performance, work motivation on employee performance through organisational commitment and workload on performance employees through organisational commitment. The type of research used is explanatory research. Data collection used a questionnaire method, while the statistical analysis method used was PLS-SEM. The results of the research are that work motivation affects employee performance; work motivation does not affect organisational commitment; the workload does not affect employee performance; the workload affects organisational commitment, organisational commitment affects employee performance; organisational commitment has no effect in mediating work motivation on employee performance, organisational commitment influences mediating the influence of workload on employee performance.
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Introduction

A company's human resources often represent its most significant single asset, and failure to properly maintain those assets will lead to suboptimal returns on organisational resources. Solving human resource problems involves knowledge and understanding of employees. Human resource management is a strategic and coherent approach to managing an organisation's most valuable assets, which individually and collectively contribute to achieving its objectives. Goal setting is an effective way to improve employee performance (Anfajaya & Rahayu, 2020).

The birth of PP 30 of 2019 concerning performance appraisal provides solutions for Ministries/Institutions/Agencies to be swift and move quickly to facilitate their human resources to improve performance to realise good organisational performance.

The concept of performance limitation sounds broad and is associated with the existence of the State Civil Apparatus (ASN), namely the performance of ASN, which is interpreted as the result of work achieved by each ASN in the organisation/unit by the Employee. Performance Target (SKP) and Work Behavior. Employee performance can be influenced by work motivation. Motivation relates to behaviour and performance. Motivation is the power or drive to initiate and direct employee work behaviour.

Motivation is a process that explains the intensity, direction, and persistence of individual efforts to achieve a goal.

Every activity carried out by a person is driven by a force within that person; this driving force is called motivation. In increasing work motivation in employees, appropriate techniques are needed to identify their character and tendencies and what makes them motivated so that it affects employee discipline. Motivation is not only to improve employee effectiveness, but many things are produced, including employee ethics and discipline. Work motivation plays a vital role in controlling the implementation of employee work so that the provisions can run it, predetermined plans, and policies outlined in the organisation concerned (Aprilia, 2019).

Another factor that can affect performance achievement is workload. The Regional Secretariat of Blitar City is a Regional Apparatus. This staff element assists the Mayor of Blitar in formulating policies and coordinating administrative duties on implementing Regional Apparatus duties and administrative services. Therefore, the Regional Secretariat of Blitar City has a very strategic role in realising the Vision and Mission of the Mayor of Blitar.

The number of tasks and responsibilities given to employees causes the results achieved to be less than optimal because employees only have a little time to complete many tasks. This will impact the increasing workload (Khairunnisa, Bahri, & Effendy, 2021). Workload is managing a person's ability to carry out his work, including physical and cognitive abilities and limitations of receiving loads. The burden consists of physical and mental burdens. Examples of physical workloads are lifting, transporting, maintaining, and pushing. At the same time, the mental workload is comparing his abilities and work with others. The workload is not just a physical and mental burden but a social burden. An individual's ability to load varies according to capacity. The increased workload causes a person's time to work without experiencing fatigue or shorter interruptions (Juliana, Camelia, & Rahmiwati, 2018).

Based on the research results from (Adda et al., 2022), it is stated that organisational commitment has a significant positive effect on employee performance. Meanwhile, the results of research by (Hamdan, 2022), (Sukmawati, Palisuri, Ruslan, & Nur, 2023), and (Kadir, Maupa, and Sobarsyah, 2022) show that organisational commitment does not affect employee performance.

Furthermore, in PermenPAN-RB No. 60 of 2020 concerning the Development of Integrity of State Civil Apparatus Employees, it is stated that integrity at the individual level is understood as a concept that explains the capability and ability of individuals to control personal qualities in behaving and acting. Furthermore, integrity does not come by itself but must be built through the process and commitment of the organisation's leadership and all existing HR apparatus.

This means that here, aspects of behaviour, including motivation and the characteristics of the work (workload), will also be influenced by commitment to achieving the desired performance. States that employees with high organisational commitment have different attitudes than less committed ones. High organisational

commitment results in work performance, low absenteeism, and low employee turnover. Highly committed employees will have high productivity, and vice versa.

The research results by (Rachman, 2022) and (Nawang Sari, Mintarti, & Sudjatno, 2023) stated that organisational commitment mediates the influence of work motivation on performance. However, in (Frastika & Franksiska, 2021) research, organisational commitment does not mediate the influence of work motivation on employee performance. Furthermore, the results of research by (Silaban, Handaru, & Saptomo, 2021) concluded that organisational commitment mediates the effect of workload on employee performance, but in the research of (Kadir et al., 2022) workload does not affect employee performance through organisational commitment.

This research is based on the performance phenomenon in the Blitar City Regional Secretariat, such as the data displayed earlier. In addition, inconsistencies in previous studies and similarities and differences in variables used became gaps for researchers to conduct this study. For example, the research of (Frastika & Franksiska, 2021), the similarity lies in the role of organisational commitment as a mediation variable. Meanwhile, the difference lies in the independent variable, where in (Frastika & Franksiska, 2021) research is Work Motivation and Work Environment. (Rachman, 2022) only uses motivation as an independent variable. (Nawang Sari et al., 2023) using Training and Work Motivation. Likewise, the research of (Kadir et al., 2022) (Silaban et al., 2021) Silaban et al. (2021), uses independent variables that are different from the current research, where this study uses work motivation and workload as independent variables (Anggreni, Yasa, & Sitiari, 2019).

Meanwhile, the novelty of this study lies in combining the independent variables of work motivation and workload in influencing employee performance mediated by organisational commitment. It will also analyse types of mediation, such as complete and part mediation. According to the results of the evaluation of previous research, the type of mediation in question has not been analysed. With the phenomenon of inconsistency and renewability in this study, the researcher aims to determine the influence of motivation and workload on employee performance by mediating organisational commitment to the Blitar City Regional Secretariat.

Research Methods

The research was conducted at the Regional Secretariat of Blitar City, located at Jalan Merdeka 105 Blitar City. The population and sample in this study are all employees of the Blitar City Regional Secretariat, as many as 87 people. The type of research used in this study is explanatory research with primary data using questionnaires with SmartPLS version 4.0 Software. Explanatory research intends to explain the position of the variables studied and the influence between one variable and another (Sugiyono, 2017). According to (2011), primary data is directly obtained from the first data source in the research location or object. The data analysis used in this study was Partial Least Square-Structural Equation Modelling (PLS-SEM). The analysis aims to test conceptual

models, identify and measure relationships between variables, and provide deep insight into the structure of relationships within the system under study.

Data Analysis Techniques on PLS-SEM with SmartPLS software version 4.0 with the following stages:

1. Outer Model Fit Test: The fit test of the measurement model is a fit test on the outer model by looking at convergent and discriminant validity. The tests carried out on the outer model are as follows: Validity Test and Reliability Test
2. Inner Model Fit Test: Testing of an inner or structural model is performed to test the relationships between latent constructs. There are three tests conducted on the inner model, namely: R-Square Test, Q-Square Test and Path Coefficient Test:
3. Hypothesis Testing: The bootstrapping procedure on SmartPLS produces a t-statistical value for each contact path used to test the hypothesis. The method of measurement is as follows: if the value is significant ($p < 0.05$), then H_0 is subtracted, and H_a is accepted, and if the level is significant ($p > 0.05$), then H_0 is accepted, and H_a is subtracted.

Results and Discussion

Based on data processing using SmartPLS version 4.0 Software, the following images can explain the Outer Model, Inner Model and Hypothesis.

Outer Model

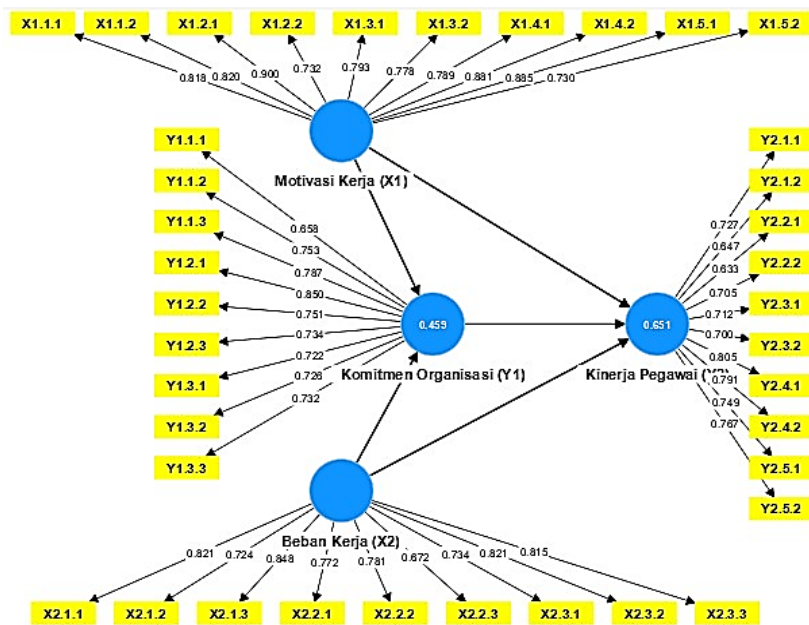


Figure 1. Outer Model

Validity Test

Convergent validity is determined based on the principle that the gauges of a construct should have a high correlation. The convergent validity of a construct with reflective indicators is evaluated with Average Variance Extracted (AVE).

Table 1
Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
Work Motivation (X1)	0.664
Workload (X2)	0.606
Organisational Commitment (Y1)	0.558
Employee Performance (Y2)	0.526

Table 1 shows the Average Variance Extracted (AVE) value of Work Motivation of 0.664, Workload of 0.606, Organizational Commitment of 0.558, and Employee Performance of 0.526, all greater than 0.50. This means that the construct can account for 50% or more of the variance of the indicator.

Reliability Test

From the results of Figure 1 above, it can be seen that the overall outer loadings value is more significant than 0.70, except for items X2.2.3, Y1.1.1, Y2.1.2, Y2.2.1, and item Y2.3.2 loading values are smaller or equal to 0.7 and more significant than 0.6. However, according to Chin's opinion (1998:325), this value is still acceptable. Thus, all indicators in measuring latent variables in this study are reliable.

Inner Model

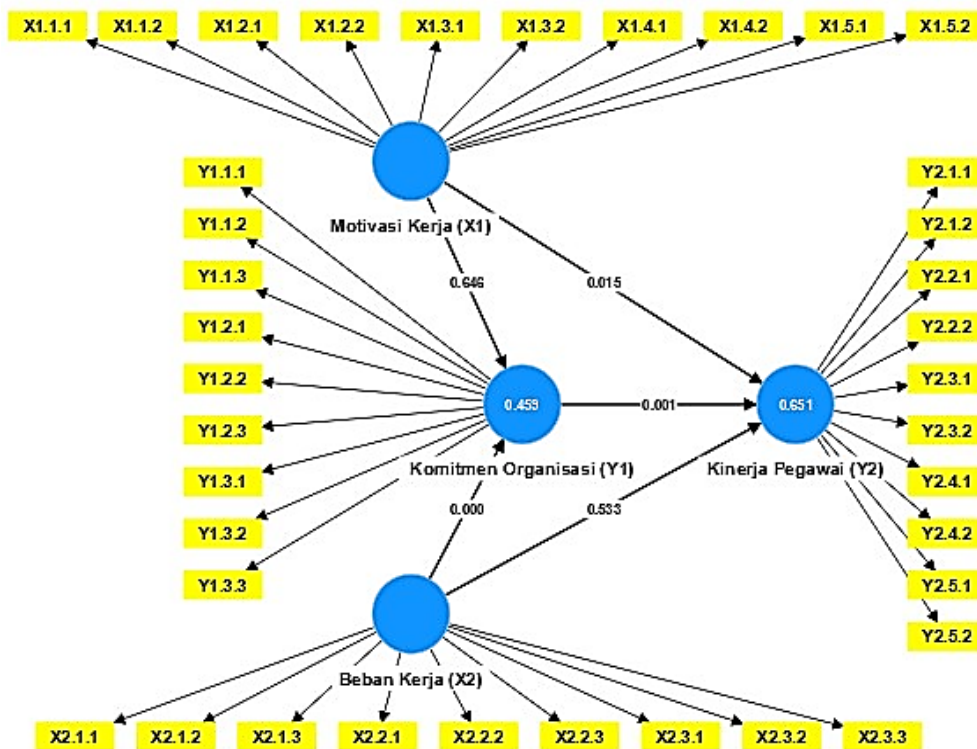


Figure 2. Inner Model

R-Square Test

The coefficient of determination (R²) is a way to assess how much an exogenous construct can describe an endogenous construct.

Table 2
Koefisien Determinasi (R²)

Variable	R-square	R-square adjusted
Organisational Commitment (Y1)	0.459	0.446
Employee Performance (Y2)	0.651	0.639

Table 2 above shows that the R-Square value of the endogenous construct of Organizational Commitment obtained is 0.459 or 45.9%. The results show that Work Motivation and Workload influence 45.9% of Organizational Commitment. In the opinion of Sarstedt et al. (2017), the coefficient of determination (R²) value shows that the model can be considered moderate because the value is close to 0.50.

R-Square endogenous construct Employee Performance obtained was 0.651 or 65.1%. These results show that Work Motivation, Workload, and Organizational Commitment influence 65.1% of Employee Performance. In Sarstedt et al.'s (2017: 32) opinion, the coefficient of determination (R²) value shows that the model can be moderate because the value is more significant than 0.50.

Q-Square Test

The results of calculating the Q-Square value are as follows:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0.459) \times (1 - 0.651)] \\
 &= 1 - (0.541 \times 0.349) \\
 &= 1 - 0.189 \\
 &= 0.811
 \end{aligned}$$

A Q-Square value of 0.811 is obtained based on the calculation results above. This shows that the magnitude of the diversity of research data that the research model can explain is 81.1%. At the same time, the remaining 18.9% is explained by other factors outside this research model. Thus, from these results, this research model can be declared to have a good goodness of fit.

Path Coefficient Test

Measurement of path coefficients to see the strength of the relationship between constructs

Table 3
Path Coefficients

Path	Original sample (O)
Work Motivation (X1) -> Employee Performance (Y2)	0.370
Work Motivation (X1) -> Organizational Commitment (Y1)	-0.080
Workload (X2) -> Employee Performance (Y2)	-0.116

<i>Path</i>	<i>Original sample (O)</i>
Workload (X2) - > organizational commitment (Y1)	-0.744
Organizational Commitment (Y1) -> Employee Performance (Y2)	0.431

The Work Motivation path and workload on Employee Performance have original sample values of 0.370 and -0.116, which means that if Work Motivation increases by one per cent, then Employee Performance will increase by 0.370 per cent. Likewise, if the workload increases by one per cent, employee performance will decrease by -0.116 per cent.

The Work Motivation path and workload on Organizational Commitment have original sample values of -0.080 and -0.744, which means that if Work Motivation increases by one per cent, then Organizational Commitment will decrease by -0.080 per cent. Likewise, if the workload increases by one per cent, then the Organization's Commitment will decrease by -0.744 per cent.

The Organizational Commitment to Employee Performance track has an original sample value of 0.431, which means that if the Organizational Commitment increases by one per cent, then Employee Performance will also increase by 0.431 per cent.

Hypothesis Testing

Table 4
Hypothesis Testing

<i>Hipotesis</i>	<i>Path</i>	<i>P-Values</i>
H1	Motivasi Kerja (X1) -> Kinerja Pegawai (Y2)	0.015
H2	Motivasi Kerja (X1) -> Komitmen Organisasi (Y1)	0.646
H3	Beban Kerja (X2) -> Kinerja Pegawai (Y2)	0.533
H4	Beban Kerja (X2) -> Komitmen Organisasi (Y1)	0.000
H5	Komitmen Organisasi (Y1) -> Kinerja Pegawai (Y2)	0.001
H6	Motivasi Kerja (X1) -> Komitmen Organisasi (Y1) -> Kinerja Pegawai (Y2)	0.675
H7	Beban Kerja (X2) -> Komitmen Organisasi (Y1) -> Kinerja Pegawai (Y2)	0.005

Based on the presentation of data in Table 4 above, it can be seen that of the seven hypotheses proposed in this study, H1, H4, H5, and H7, are acceptable because each of the influences shown has a P-Value value of < 0.05. Meanwhile, H2, H3, and H6 are unacceptable because they have a P-value of > 0.05.

Conclusion

Work motivation has a positive effect on employee performance, showing the critical role of work motivation in improving performance. The workload does not significantly affect employee performance, indicating that workload does not play a role in reducing employee performance. Organisational commitment positively affects employee performance, showing that organisational commitment plays a role in improving employee performance. Work motivation does not directly affect employee performance through organisational commitment, indicating that organisational commitment does not act as an intermediary between work motivation and employee performance. Workload directly affects employee performance through organisational commitment, illustrating that organisational commitment fully mediates the effect of workload on employee performance.

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