

Performance As Seen From Workload And Motivation At Perumdam Tirta Yapono Ambon City

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Abstract. *This research was conducted to determine the influence and magnitude of workload on motivation and performance, motivation on performance and the influence of motivation as a mediator of workload on performance. This research is a quantitative methods. This research was conducted at Perumdam Tirta Yapono, Ambon City. The population in this study was employees of Perumdam Tirta Yapono with a total of 101 employees. The number of samples in this study was 50 employees, determined using the Slovin formula and simple random sampling technique. The measurement scale used is the Likert scale. The data in this research was collected by distributing questionnaires to respondents. Path analysis is a data analysis technique used to test hypotheses. Data from the questionnaire was processed with the help of SPSS tools. The results of this research show that workload has a positive and significant effect on motivation, motivation has a positive and significant effect on performance, workload has a positive and significant effect on performance and motivation does not mediate the effect of workload on performance.*

Keywords: *Workload, Motivation, Performance, Management, Human Resource Management*

INTRODUCTION

The success of a company cannot be separated from the factors that influence it. Many factors can influence the success of a company, both internal and external. Of all the existing factors, human resources (HR) are one of the key elements that should not be ignored, apart from other aspects such as capital, raw materials, work processes, and so on. HR is the backbone of an organization and needs to be managed carefully and humanely to ensure operational effectiveness and goal achievement. Humans play a role in various aspects of company activities, both in planning, execution, and determining direction and achieving organizational goals. In order to achieve this goal, having employees who perform well is very important, and one of the main factors that influences this is the workload they face.

Perumdam Tirta Yapono is a regional company engaged in drinking water management in Ambon City. This company is responsible for providing drinking water services for the people of Ambon City as well as managing related infrastructure, such as water sources, pipe installations and water purification facilities. As a regional company, Perumdam Tirta Yapono has an important role in ensuring the availability of quality drinking water and efficient services for the residents of Ambon City. It was found that in its work, there was less than optimal performance at Perumdam Tirta Yapono, Ambon city. There are many complaints from the public submitted to PDAM regarding the performance of its employees related to the lack of water availability and the slow response to water pipe leaks

that occur. It is alleged that the reason for the sub-optimal performance given by Perumdam Tirta Yapono employees is because the volume of tasks and work load given to each employee is not the same between one employee and another.

The main task that must be carried out by employees is to handle the workload that has been determined in the form of work standards. Workload includes a series of activities that must be completed by a specific individual or position within a specific time period. The workload allocated to employees can occur in three different scenarios. First, the workload is in accordance with standards, where the work is balanced with the employee's abilities. Second, the workload is too heavy (over capacity), where the work given exceeds the employee's capacity. Third, the workload is too light (under capacity), where the work given is less than the employee's abilities. The optimal workload is one that suits the employee's abilities, because over capacity or under capacity will result in work inefficiency and less than optimal performance. Performance is the result of a series of processes that are measured over a certain period of time, referring to standards or previous agreements. This means that performance reflects the extent to which employees are successful in handling various types of work, both heavy and light. Performance not only reflects individual characteristics, such as talents or abilities, but also how those talents and abilities are expressed in the work context. Performance will be optimal if the workload given to employees is in line with standards, not too heavy or too light, according to their abilities.

The implications of workload on the resulting performance have been proven by the results of research conducted by Siburian, Pio and Sambul (2021) and research conducted by Ohorela (2021) where workload has an influence on employee performance. However, the influence of workload on performance is not always experienced by every company. Based on research conducted by Saifuddin & Claudia (2021), workload has no influence on employee performance. Research conducted by Wulandari, Sutrisno and Kurniawan (2022) also found that workload had no effect on performance.

Due to the research gap regarding the influence of workload on performance, the influence between these two variables needs to be mediated by other variables and motivation is felt to be a variable that can be a bridge between workload and performance variables. Motivation is an internal drive that encourages individuals to act or behave in a certain way. This can come from a variety of sources, such as personal needs, goals to achieve, or hopes for recognition or rewards. Motivation is a key factor that influences a person's behavior and performance in achieving goals or carrying out certain tasks. In a work context, motivation can influence how well someone completes tasks, how creative they are in solving problems,

and how enthusiastic they are about achieving achievements. Research conducted by Dewi, Nurhadi and Julianti (2023) shows that workload has an influence on motivation. Research conducted by Difasari, Samsualam and Arman (2022) also shows that workload has an effect on motivation. On the other hand, motivation itself has an influence on performance as proven in research conducted by Mona and Kurniawan (2022) and research conducted by Febriyanto et al (2022).

Based on existing problems and research gaps, this research aims to determine the influence of workload on motivation, the influence of motivation on performance, the influence of workload on performance and the influence of workload on performance mediated by motivation.

LITERATURE REVIEW

Workload

According to Koesomowidjojo in a study by Apriyani, et al. (2023), workload refers to the process of determining the number of working hours required from human resources in a certain period to complete a job. Sunyoto, as mentioned in research by Octavianti and Hamni (2022), defines workload as the result of excessive processes or activities, which can result in pressure and tension at work.

Workload is greatly influenced by various factors that are directly related to a person's work capacity. According to Tarwaka in research by Ohorela (2021), the three main factors that influence workload are the demands of the tasks given, the effort required, and the expected level of performance.

- a. Task demands factor. Analysis of the tasks performed by workers can be a guide for determining workload. However, it is important to always consider existing individual differences.
- b. Effort or energy. The amount of effort expended on a job is often a natural indicator of workload. However, as task demands increase, individuals may not always be able to increase effort levels commensurately.
- c. Performance. Workloads mostly focus on expected performance levels. Accuracy and suitability of abilities and work can determine the perceived workload. However, performance measurements alone are not enough to provide a complete picture of workload.

According to "Koesomowidjojo in (Septian & Puspitasari, 2023) the workload indicators are as follows: 1. Working conditions, 2. Use of time, 3. Targets that must be achieved".

Performance

According to Mangkunegara in Chandra & Tiana (2023), underlines that performance is the result of an employee's efforts in completing tasks by paying attention to quality and quantity in accordance with his responsibilities. Rivai, as revealed in a study by Alfiyah et al. (2023), defines performance as work achievement that appears in the real behavior of each individual, in accordance with their role in the organization. Hasibuan's view, as expressed in research by Chandra et al. (2023), completes the definition of performance by emphasizing that the results of a person's work depend not only on skill, experience, and sincerity, but also on the time invested in carrying out tasks.

There are factors that can influence the high and low performance produced by employees related to their work. Kasmir, as explained in Wijaya & Fauji (2021), factors that influence performance include various things such as special skills and knowledge, job design, personality, work motivation, leadership, organizational culture, job satisfaction, work climate, loyalty, commitment, and work discipline. Mangkunegara in Sabila & Azizah (2022) state, workload is one of the factors that influences performance.

According to "Mangkunegara in Rahayuningsih (2022) there are several indicators in measuring performance, namely: 1. Quality of Work, 2. Quantity of Work, 3. Responsibility, 4. Cooperation and 5. Initiative".

Motivation

Motivation is defined by Armstrong in (Haqiqi et al, 2022) as a trigger that encourages individuals to act or behave in a certain way. Siagian in (Haqiqi et al, 2022)), describes motivation as a force that inspires enthusiasm for work, with the aim of encouraging cooperation, commitment and harmony in achieving satisfaction in the work environment. One strategy to improve employee performance is to provide direct motivation to them. Employees who feel motivated will tend to show higher levels of performance. The internal drive to achieve goals and a strong desire to succeed encourage individuals to work more focused, enthusiastic and productive. Motivated employees also tend to have a more positive attitude towards the tasks at hand, and are more persistent in overcoming challenges and facing obstacles that may arise. According to Davis in (Sinollah et al, 2020), motivation is one of the factors that influences performance.

According to "Mangkunegara in Virmansyah & Maria (2022), work motivation can be assessed through six indicators of work motivation, namely: 1. Hard work, 2. Future orientation, 3. High level of aspirations, 4. Task orientation, 5. Effort To Advance, 6. Diligence in Work".

RESEARCH METHOD(S)

This research adopts quantitative methods as its main approach. This quantitative method is a technical approach used to collect, present and analyze data with the aim of providing a clear picture of an event. The research population includes all employees who work at Perumdam Tirta Yapono, Ambon City, with a total of 101 people. A sample of 50 people was selected using a simple random sampling technique, and the sample size was determined using the Slovin formula. Data collection was carried out through distributing questionnaires, while data measurement was carried out using a Likert scale. The variables that are the focus of the research involve the independent variable, namely workload, the dependent variable, namely performance, and the mediating variable, namely motivation. To analyze the data, a validity test, reliability test, classical assumption test and path analysis test were carried out using the SPSS analysis tool.

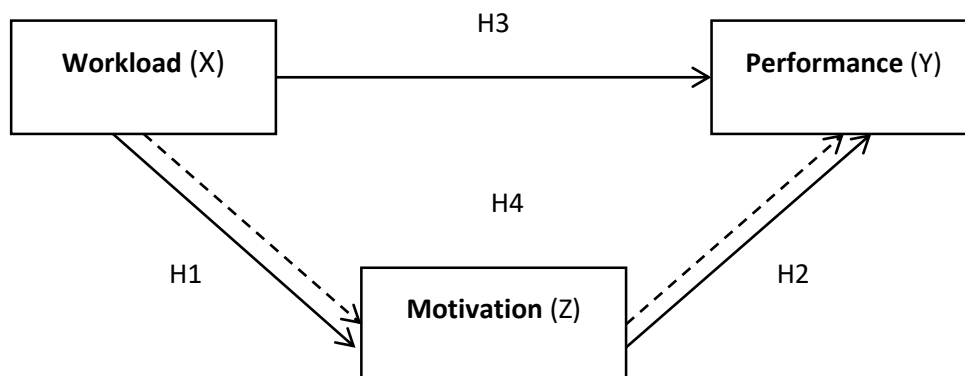


Figure 1. Framework of Thought

The hypotheses formulated in this research originate from the research framework model that has been developed previously. Several hypotheses proposed in this research include:

H1: Workload has a positive and significant effect on motivation

H2: Motivation has a positive and significant effect on performance

H3: Workload has a positive and significant effect on performance

FINDINGS AND DUSCUSSION

Findings

Validity test

Validity testing in a research context involves evaluating the extent to which an instrument or measuring tool is able to measure the concept or variable in question precisely and consistently. In the validity test, the condition for a statement item to be considered valid is that the calculated r-value must be greater than the r-table value which corresponds to the predetermined level of significance.

Table 1. Validity Test

Variable	Item Statement	R-Count	R-Table	Significance	Information	
Workload	WL.1	,598	0,278	0,000	Valid	
	WL.2	,770				
	WL.3	,860				
	WL.4	,763				
	WL.5	,768				
	WL.6	,791				
Motivation	MT.1	,748	0,278	0,000	Valid	
	MT.2	,770				
	MT.3	,799				
	MT.4	,799				
	MT.5	,775				
	MT.6	,779				
	MT.7	,690				
	MT.8	,542				
	MT.9	,442				0,001
	MT.10	,500				0,000
Performance	PM.1	,567	0,278	0,000	Valid	
	PM.2	,524				
	PM.3	,564				
	PM.4	,564				
	PM.5	,576				
	PM.6	,670				
	PM.7	,732				
	PM.8	,671				
	PM.9	,641				
	PM.10	,621				

Source : Felix (2024)

Variable validity test results in the table. 1 shows that the measurement instrument used in this research has reliability and accuracy in measuring the concept in question. By looking at the r-calculated validity value obtained from the workload, motivation and performance variables, it can be concluded that the variable statement items being measured can effectively reflect the aspects that want to be measured in the research.

Reliability Test

Reliability testing is a statistical procedure that aims to measure the level of reliability or consistency of a measurement instrument or questionnaire in the process of measuring the variables involved. Reliability is defined as a description of the level of stability and consistency of results obtained from a measuring tool or instrument. If the Cronbach's Alpha

value of an instrument exceeds the threshold of 0.60, this indicates that the instrument is reliable and has proven consistency, and vice versa.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Information
Workload (X)	0,851	Reliable
Motivation (Z)	0,876	Reliable
Performance (Y)	0,817	Reliable

Source : Felix (2024)

The results of the variable reliability test in table 2 show that the measurement instruments used in this research can be consistently relied on to measure the concept in question. The Cronbach's Alpha value of the variables studied exceeds 0.60, where the Cronbach's Alpha value for workload is 0.851, motivation is 0.876 and performance is 0.817.

Classic assumption test

Normality test

The internal normality test is an evaluation of the extent to which the data distribution follows a normal distribution pattern. An important aspect in the normality test is the evaluation of the Asymp Sig (2-tailed) value, in the Kolmogorov-Smirnov Test which is used to determine the statistical significance of the normality test. The condition for an independent variable to be declared to have passed the normality test is that the Asymp Sig (2-tailed) value must exceed the significance threshold of 0.05.

Table 3. Normality Test for Equation I

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.25675541
Most Extreme Differences	Absolute	.103
	Positive	.095
	Negative	-.103
Test Statistic		.103
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source : Felix (2024)

Table 4. Normality Test for Equation II

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.75859985
Most Extreme Differences	Absolute	.107
	Positive	.104
	Negative	-.107
Test Statistic		.107
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source : Felix (2024)

Based on table 3, the results of the normality test using the Kolmogorov-Smirnov test show that the significance value of Asymp. Sig. (2-tailed) is 0.200. In this case, the significance value of 0.200 has exceeded the threshold of 0.05, which indicates that the independent variable data in the first equation in this study can be considered normally distributed. Referring to table 4, the Asymp value. Sig. (2-tailed) owned is 0.200. The value is greater than the significance value which is a condition for the normality test, namely 0.05, so it can be said that the independent variable data in the second equation is also normally distributed.

Multicollinearity Test

The multicollinearity test aims to ensure that the independent variables in the regression model are not significantly correlated with each other, so that ambiguity can be avoided in attributing the impact of the independent variable on the dependent variable. The condition of freedom from multicollinearity is considered fulfilled in the research if the VIF (Variance Inflation Factor) of the independent variable does not exceed the threshold value of 10, and the tolerance value is greater than 0.1.

Table 5. Multicollinearity Test of Equation II

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Workload	.819	1.221
Motivation	.819	1.221

a. Dependent Variable: Performance

Source : Felix (2024)

From Table 5 which discusses the multicollinearity test above, the workload and motivation variables studied show a VIF value of 1.221, which is below the threshold of 10, and a tolerance value of 0.819, which exceeds the threshold of 0.10. These results provide a positive picture, indicating that the workload and motivation variables do not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test in research aims to identify whether the variation in the error of the regression model is heterogeneous or not constant. The heteroscedasticity test is considered fulfilled in the research if there is no particular pattern visible in the residual distribution and if the residual variance does not vary systematically in the residual diagram (scatterplot).

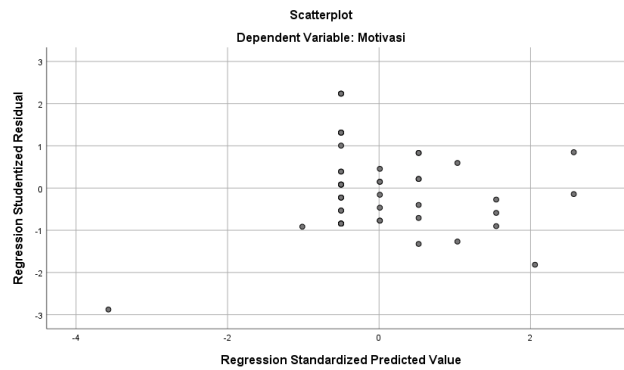


Figure 2. Scatterplot graph of Equation I

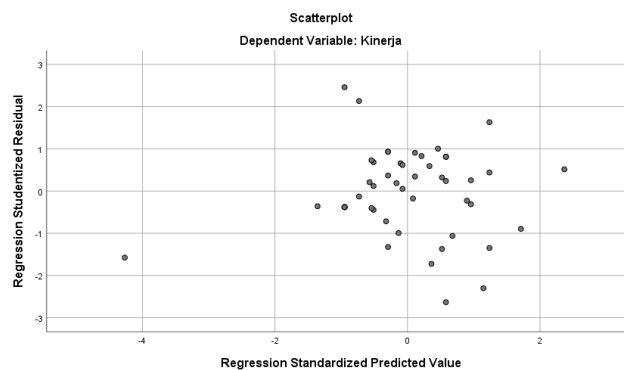


Figure 3. Scatterplot graph of Equation II

From observing Figure 2 and Figure 3 of the Scatterplot graph, it can be concluded that there are no signs of heteroscedasticity because the data distribution appears to occur randomly and does not form a particular pattern in the graph.

Hypothesis test

1. Effect of Workload on Motivation

Table 6. Regression Test I

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	23.928	6.029			3.969	.000
Workload	.784	.241	.425		3.256	.002

a. Dependent Variable: Motivation

Source : Felix (2024)

Through the results of the regression test in Table 6, it was found that the workload variable showed its influence with a t-value of 3.256 and a significance level of 0.002. Significance of less than 0.05 means that workload has a significant influence on motivation. The t-count value which exceeds the t-table limit set at 2.011 further emphasizes that workload substantially influences the level of motivation. Thus, the results of this analysis

provide strong support for accepting the first hypothesis linking workload to its effect on motivation.

Based on the results of the regression test in table 6, the first regression equation in this study is as follows:

$$Z = 23.928 + 0.425X + 0.90$$

2. Effect of Motivation on Performance

Table 7. Regression Test II

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.726	3.792		1.774	.083
Workload	.482	.145	.303	3.324	.002
Motivation	.559	.079	.648	7.100	.000

a. Dependent Variable: Performance

Source : Felix (2024)

From the results of the regression test shown in Table 7, it is revealed that the motivation variable shows its influence with a t-value reaching 7.100 and a significance level of 0.000. The existence of significance below the 0.05 threshold strengthens the confirmation that motivation has a significant impact on performance. The t-count which far exceeds the predetermined t-table value of 2.011 makes it clear that motivation plays a substantial role in influencing performance levels. With these findings, the second hypothesis in this research is accepted, namely that motivation can have an influence on performance.

3. Effect of Workload on Performance

Through the results of the regression test recorded in Table 7, it can be identified that the workload variable shows an impact with a t-value of 3.324 and a significance level of 0.002. Significance below the 0.05 limit indicates that workload has a significant influence on performance. The calculated t-value that exceeds the t-table value that has been set at 2.011 further strengthens the argument that workload effectively influences performance levels. Therefore, the third hypothesis linking workload to its effect on performance can be accepted.

Based on the results of the regression test in table 7, the second regression equation in this study is as follows:

$$Y = 6.726 + 0.303X + 0.648Z + 0.56$$

4. The Effect of Workload on Performance is Mediated by Motivation

Table 8. Sobel Test

Input	Test Statistic	P-Value	Kesimpulan
A	0,425		
B	0,648		
Sa	0,241	1,724	0,084
Sb	0,079		

Motivation is not proven to be a mediating variable in the influence of workload on performance

Source : Felix (2024)

From the Sobel Test calculation results presented above, a test statistical value of 1.724 was obtained. Considering that this test statistic is smaller than the critical value of 2.011 at the 5% significance level, it can be concluded that the fourth hypothesis must be rejected. This means that, based on this test, there is not sufficient evidence to support the role of motivation as a mediator in influencing performance by workload.

Path Analysis

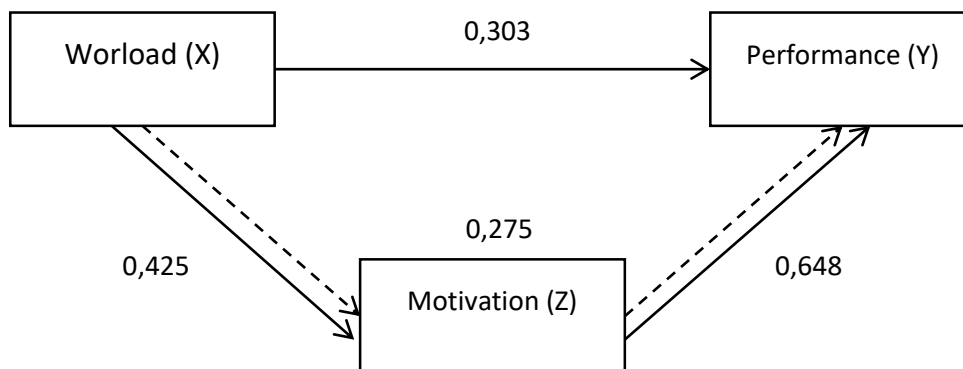


Figure 4. Path Analysis Results

Based on the summary of path analysis depicted in Figure 4 above, it can be concluded that workload has a significant direct impact on performance, indicated by a regression coefficient of 0.425. Apart from that, there is also an indirect influence between workload and performance by multiplying the direct regression coefficient (0.425) by the indirect regression coefficient (0.648), which produces a value of 0.275. As a totality of these two influences, the overall influence of workload on performance is 0.578, which consists of direct and indirect contributions.

Discussion

1. Effect of Workload on Motivation

Workload plays an integral role in shaping an individual's level of work motivation in the context of the world of work. When individuals are faced with tasks and responsibilities

that match their skills and capacities, workload can be a significant source of motivation. Accomplishing these tasks can provide a sense of accomplishment, increase self-esteem, and positively influence work morale. Under these conditions, a balanced workload creates surmountable challenges, stimulates professional growth, and provides the drive necessary to keep motivation high. However, on the contrary, workload that is excessive or does not match individual capacity can destroy work motivation. When tasks and responsibilities exceed capacity limits, individuals may feel overwhelmed, stressed, and less motivated.

The findings of this research indicate that there is a significant relationship between the level of workload and work motivation. Quantitatively, the T-count for workload on motivation shows a significant value, with a value of 3.256 exceeding the T-table limit of 2.011. The recorded significance level of 0.002 is also smaller than the general standard of 0.005. From this it can be concluded that the higher the level of workload (X), the greater the work motivation (Z). These findings are in line with previous research, such as a study conducted by Dewi et al (2023) on employees in forest management offices and research conducted by Difasari et al (2022) on dentists in private clinics in the city of Makassar.

2. Effect of Motivation on Performance

Motivated individuals will tend to show higher levels of performance. The internal drive to achieve goals and a strong desire to achieve success makes individuals more focused, energized, and enthusiastic in completing their tasks. Motivation can also lead to greater initiative, creativity, and resilience in facing challenges. A motivated person has a tendency to approach work with a positive attitude, seek creative solutions, and persevere despite difficulties. Thus, motivation can be considered a key driver that influences the quality and consistency of one's performance at work.

The findings from this research indicate a relationship between the level of motivation and performance. Quantitatively, the T-count for motivation for performance shows a significant value, with a value of 7.100 exceeding the T-table limit of 2.011. The significance level found was 0.000, smaller than the applicable significance standard, namely 0.005. From this it can be concluded that the higher the motivation (Z), the greater the performance (Y). These findings are in line with previous research, such as the study conducted by Mona and Kurniawan (2022) on employees of the Yogyakarta City Transmigration and Employment Service and research conducted by Febriyanto et al (2022) on employees of PT. BANK BNI TBK Pamekasan Branch.

3. Effect of Workload on Performance

Workload can be a trigger for improving performance, because it challenges individuals to optimize their abilities. When individuals are faced with demanding tasks, they tend to develop better skills and strategies to handle the workload. This is what can then trigger increased performance, both in terms of efficiency and effectiveness. At a certain level, sufficient workload can provide positive stimulation for skill development, problem solving, and resistance to pressure which has an impact on increasing the resulting performance.

The findings from this research indicate a relationship between workload and performance. Quantitatively, the T-count for workload on performance shows a significant value, with a value of 3.324 exceeding the T-table limit of 2.011. The significance level found was 0.002, smaller than the applicable significance standard, namely 0.005. From this it can be concluded that the higher the workload (X), the greater the performance (Y). These findings are in line with previous research, such as the study conducted by Siburian et al (2021) on employees of the Balige Pratama Tax Service Office, North Sumatra and research conducted by Ohorela (2021) on employees of PT. BRI Jayapura branch.

4. The Effect of Workload on Performance is Mediated by Motivation

In some cases, motivation can mediate the effect of workload on performance. When individuals feel motivated to face the workload, they tend to demonstrate higher levels of performance. Motivation is the link that directs an individual's energy and effort in facing challenging tasks. The resulting increase in performance can be seen as a direct response to high levels of motivation mediated by the individual's perception of workload. However, this research obtained different results, where motivation was not proven to be a mediating variable between workload and performance.

The results of the research using the Sobel test found a statistical test value of 1.724, where this value was smaller than the value of 2.011 which was the t-table and the p-value was 0.084, greater than 0.005. Some work contexts may have dynamics that make motivation unable to significantly mediate the relationship between workload and performance. For example, an unsupportive work environment or lack of resources can be factors that make it difficult for individuals to maintain high levels of motivation even when faced with a high workload. In addition individual factors such as level of job satisfaction or psychological needs can also play a role in how individuals respond to workload and the extent to which motivation contributes to performance levels.

CONCLUSION AND RECOMMENDATION

Based on the results of the research carried out, there are several conclusions that can be given:

1. Workload has a positive and significant effect on motivation
2. Motivation has a positive and significant effect on performance
3. Workload has a positive and significant effect on performance
4. Motivation does not mediate the effect of workload on performance

Workload and motivation are something that companies need to pay attention to in order to maintain the resulting performance. Good employee motivation needs to always be maintained by the company.

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