

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. JASA RAHARJA NORTH SUMATRA BRANCH

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Abstract

The study examines the impact of workload and motivation on employee performance, with job satisfaction acting as a mediating variable, at PT Jasa Raharja North Sumatra Branch. A quantitative approach using path analysis was employed to assess relationships among variables. Data were collected through a structured questionnaire from employees selected via proportionate stratified random sampling. The findings indicate that workload negatively affects job satisfaction, while motivation positively influences both job satisfaction and employee performance. Additionally, job satisfaction significantly enhances performance and serves as a crucial mediator in the relationship between workload, motivation, and performance. These results highlight the importance of managing workload efficiently and fostering motivation to improve employee job satisfaction and overall performance. The study provides valuable managerial implications, suggesting that organizations should optimize workload distribution and implement motivation-enhancing strategies to maximize employee productivity. By integrating job satisfaction as a strategic factor, companies can create a more conducive work environment, ultimately leading to better performance outcomes. This research contributes to the existing body of knowledge by confirming the mediating role of job satisfaction in workplace dynamics and offering practical insights for corporate human resource management.

Keywords: *Employee Performance, Job Satisfaction, Motivation, Path Analysis, Workload*

INTRODUCTION

Employee performance is a crucial determinant of organizational success, particularly in service-based industries such as insurance, where human resources play a central role in achieving corporate objectives. Effective employee performance directly correlates with productivity, service quality, and overall organizational growth (Robbins & Judge, 2019). However, achieving and maintaining high employee performance remains a significant challenge due to multiple workplace factors, including workload and motivation. Excessive workload can lead to job-related stress, burnout, and reduced job satisfaction, which ultimately deteriorates employee performance (Luthans, 2020). Conversely, motivation serves as a key driver of employee engagement, commitment, and efficiency, enabling organizations to optimize their human capital (Herzberg, 2017; Deci & Ryan, 2000).

The urgency of this study arises from the dynamic and evolving work environment, particularly in industries facing increasing operational demands and competitive pressures. In the insurance sector, employees are required to handle complex administrative tasks, meet high customer expectations, and comply with regulatory requirements, all of which contribute to workload intensity (Gomes, 2021). PT Jasa Raharja North Sumatra Branch, as a state-owned insurance company, experiences these challenges firsthand, necessitating a deeper understanding of factors influencing employee performance. Previous studies have explored the impact of workload and motivation on performance, but findings have been inconsistent and context-dependent (Mangkunegara, 2018; Robbins & Judge, 2019). Some studies suggest that workload negatively affects performance, while others indicate that motivation can mitigate workload-induced stress and sustain performance levels. This inconsistency highlights the need to examine potential mediating variables, such as job satisfaction, to provide a more comprehensive perspective on employee performance determinants.

This study aims to analyze the direct and indirect effects of workload and motivation on employee performance, with job satisfaction serving as a mediating variable. Using a quantitative approach with path analysis, this research seeks to establish causal relationships among these variables, contributing to a more nuanced

understanding of employee performance dynamics. Furthermore, this study bridges theoretical frameworks with practical implications by offering evidence-based recommendations for human resource management. By addressing these issues, organizations can develop strategic interventions to balance workload distribution, enhance motivation, and improve overall employee well-being and performance.

Through its empirical findings, this research extends existing literature on organizational behavior and human resource management while offering practical insights for policymakers, corporate leaders, and HR practitioners. Understanding how workload and motivation interact with job satisfaction to influence employee performance will enable organizations to design effective policies aimed at fostering a high-performance work environment.

LITERATURE REVIEW

Workload and Employee Performance

Workload has been widely recognized as a crucial determinant of employee performance, especially in high-pressure work environments. According to Luthans (2020), workload refers to the volume and complexity of tasks assigned to an employee within a specific timeframe. It consists of two key dimensions: quantitative workload, which refers to the number of tasks an employee must complete, and qualitative workload, which relates to the difficulty and cognitive demands of the tasks.

The Job Demand-Resource (JD-R) model proposed by Bakker and Demerouti (2007) suggests that excessive workload serves as a job demand, increasing strain and exhaustion, which subsequently impairs job performance. Empirical research supports this claim, showing that high workload correlates with burnout, job dissatisfaction, and reduced productivity (Schaufeli & Bakker, 2004). Maslach and Leiter (2016) further argue that sustained high workload contributes to emotional exhaustion, which negatively affects employee engagement and overall performance.

Conversely, certain studies propose that a well-managed workload can have motivational benefits. According to Karasek's (1979) Demand-Control model, when employees have autonomy and decision-making power, workload can act as a performance-enhancing factor rather than a stressor. This suggests that workload's impact on performance is not strictly negative but depends on organizational context, resource availability, and employee resilience. However, the literature lacks a consensus on the threshold at which workload shifts from being motivational to detrimental, highlighting a research gap.

Motivation and Employee Performance

Motivation is another critical factor that significantly influences employee performance. It is broadly categorized into intrinsic motivation, which stems from internal satisfaction and interest in the work itself, and extrinsic motivation, which is driven by external rewards such as salary, promotions, and job security (Deci & Ryan, 2000).

Herzberg's Two-Factor Theory (2017) distinguishes between hygiene factors (such as salary, job security, and company policies) and motivators (such as achievement, recognition, and personal growth). According to this theory, while hygiene factors prevent dissatisfaction, only motivators enhance job satisfaction and drive high performance. Empirical studies support this claim, demonstrating that employees with high intrinsic motivation exhibit greater creativity, commitment, and productivity (Robbins & Judge, 2019; Mangkunegara, 2018).

However, motivation alone does not guarantee high performance in stressful work environments. Research by Gagné and Deci (2005) suggests that in high-workload conditions, extrinsic motivators may temporarily boost performance, but they are unsustainable in the long run if job demands exceed employees' capacity to cope. This highlights the importance of job satisfaction as a mediating factor, ensuring that motivation translates into consistent and high-quality performance.

Job Satisfaction as a Mediator

Job satisfaction plays a pivotal role in shaping employee attitudes and behaviors within the workplace. Defined by Locke (1976) as an emotional state resulting from the appraisal of one's job experiences, job satisfaction influences commitment, engagement, and ultimately, performance.

Judge and Bono (2001) emphasize that satisfied employees are more likely to be productive, engaged, and loyal to their organization. Similarly, Spector (2012) finds that high job satisfaction reduces turnover rates, absenteeism, and workplace conflicts, all of which are critical to maintaining organizational efficiency. Theories

such as the Social Exchange Theory (Blau, 1964) suggest that when employees feel valued and satisfied with their job, they are more inclined to reciprocate through increased effort and performance.

Several studies have explored job satisfaction as a mediator between workload, motivation, and performance. For example, Bakker and Demerouti (2007) propose that workload's impact on performance is not always direct—it is filtered through employees' perceptions of their job and workplace conditions. When employees feel that their workload is excessive and unmanageable, job satisfaction decreases, leading to lower performance (Schaufeli & Bakker, 2004). On the other hand, when workload is perceived as challenging yet achievable, job satisfaction remains high, enhancing performance (Karasek, 1979).

The mediating role of job satisfaction is also evident in the motivation-performance relationship. Research indicates that motivated employees perform better only when they also experience job satisfaction (Gomes, 2021). For instance, Herzberg (2017) found that employees who are motivated but dissatisfied with their working conditions exhibit lower commitment and are more prone to burnout. This underscores the importance of integrating motivation with job satisfaction strategies to optimize employee performance.

Literature Gaps and Research Contributions

While existing literature provides substantial evidence on the relationships between workload, motivation, and performance, several gaps and controversies persist. One of the primary inconsistencies lies in the relationship between workload and performance. Some studies suggest that excessive workload negatively impacts employee productivity, leading to stress, burnout, and decreased efficiency (Schaufeli & Bakker, 2004). In contrast, other research argues that a manageable level of workload can enhance employee motivation and productivity, particularly when workers have autonomy and control over their tasks (Karasek, 1979). However, the threshold at which workload shifts from being a performance booster to a detrimental factor remains unclear, necessitating further empirical investigation.

Another notable controversy arises in the discussion of motivation's influence on performance. While intrinsic motivation is widely regarded as beneficial, its effectiveness may diminish in high-stress environments where external pressures override personal interest and engagement (Deci & Ryan, 2000). Similarly, the role of extrinsic motivators, such as salary and benefits, remains debated. Some scholars argue that financial incentives provide only short-term performance boosts and do not foster long-term job commitment (Gagné & Deci, 2005), while others highlight their importance in ensuring task completion and reducing turnover rates (Robbins & Judge, 2019).

Furthermore, there is a noticeable lack of industry-specific research, as most studies on job satisfaction and performance have been conducted within corporate sectors such as banking and manufacturing (Gomes, 2021). Research specifically examining these dynamics within the insurance industry, particularly in developing countries, remains limited. Given the unique work environment, regulatory constraints, and risk assessment demands within the insurance sector, more contextualized studies are needed to fully understand how workload, motivation, and job satisfaction interact in this field.

Lastly, although job satisfaction has been widely acknowledged as a potential mediator between workload and performance, existing literature presents conflicting findings regarding its actual significance. Some studies confirm that higher job satisfaction translates into better performance outcomes, suggesting that satisfied employees are more engaged and productive (Judge & Bono, 2001). However, others argue that in high-stress jobs, factors such as organizational culture, leadership styles, and job security may exert a stronger influence than job satisfaction alone (Robbins & Judge, 2019). These discrepancies highlight the need for further exploration of job satisfaction's mediating role, particularly in industries characterized by high demands and stringent performance expectations.

This study aims to bridge these gaps by investigating the mediating role of job satisfaction in the relationship between workload, motivation, and performance within PT Jasa Raharja North Sumatra Branch. By integrating theoretical perspectives with empirical data, this research seeks to provide clarity on the workload-performance relationship by conducting a context-specific analysis in the insurance industry. Additionally, this study will explore how motivation interacts with workload and job satisfaction to influence employee performance, addressing the gaps in the current literature regarding the effectiveness of intrinsic and extrinsic motivators.

Beyond theoretical contributions, this research will offer practical insights for human resource management, particularly in optimizing workload distribution and enhancing job satisfaction to boost productivity. Understanding these interrelationships will allow organizations to develop better strategies for workload management, employee motivation, and job satisfaction policies. Through a rigorous quantitative approach utilizing path analysis, this study

will provide valuable empirical evidence to guide organizations toward more effective human resource strategies, ultimately fostering a more productive and satisfied workforce.

METHOD

This study employs a quantitative research approach to examine the mediating role of job satisfaction in the relationship between workload, motivation, and employee performance at PT Jasa Raharja North Sumatra Branch. The research design follows a causal-explanatory model, aiming to identify causal relationships between the studied variables through empirical data analysis.

Target Audience Selection

The target population of this study consists of employees working at PT Jasa Raharja North Sumatra Branch. A purposive sampling technique was applied to select participants who meet specific criteria, such as having a minimum of one year of work experience and holding positions that involve substantial workload and performance evaluations. The sample size was determined using the Slovin formula, ensuring statistical representativeness while maintaining research feasibility.

Materials and Tools Used

The study utilized a structured questionnaire as the primary data collection tool, designed based on validated measurement scales from previous studies. The questionnaire consists of several sections, measuring workload, motivation, job satisfaction, and employee performance. Each variable was assessed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire underwent validity and reliability testing to ensure consistency and accuracy of the data collected.

Additional tools used in the research included SPSS and SmartPLS software for statistical analysis, ensuring precise calculations in testing the hypothesized relationships. Data collection was supported by Microsoft Excel for data entry and preliminary descriptive analysis, allowing for systematic organization and verification of responses.

Design of Tools and Their Performance

The research instrument (questionnaire) was designed following standardized frameworks from prior studies on workload, motivation, and job satisfaction. Questions related to workload were adapted from the Job Demand-Resources (JD-R) Model, motivation items were based on Herzberg's Two-Factor Theory, and job satisfaction measures were derived from Judge & Bono's (2001) job satisfaction scale. Employee performance was assessed using key performance indicators (KPIs) set by the company.

To ensure the questionnaire's effectiveness, a pilot study was conducted with a small group of employees before the full-scale data collection. Feedback from the pilot study led to minor revisions, improving clarity and eliminating potential misunderstandings.

Data Collection Techniques

Primary data were collected through online and offline survey distribution, ensuring convenience for respondents while maintaining high response rates. The surveys were disseminated via email and physical copies within the organization, with clear instructions provided to participants. To enhance reliability, responses were anonymized, allowing employees to provide honest and unbiased feedback.

Secondary data were obtained from company reports, employee performance records, and relevant academic literature. These secondary sources supplemented the primary data by providing contextual insights into employee workload and performance trends.

Data Analysis Techniques

The collected data underwent several stages of analysis to derive meaningful conclusions. First, descriptive statistical analysis was performed using SPSS to summarize demographic profiles and provide an overview of respondents' responses. Next, a validity and reliability test was conducted using Cronbach's Alpha to confirm the consistency of measurement items.

To test the research hypotheses, Structural Equation Modeling (SEM) using SmartPLS was applied. This method was chosen due to its ability to analyze complex relationships between multiple variables while accounting for mediating effects. The SEM approach included path analysis, model fit evaluation, and hypothesis testing to determine the direct and indirect effects of workload and motivation on employee performance, mediated by job satisfaction.

Additionally, Pearson correlation analysis was conducted to examine the strength and direction of relationships between key variables. Regression analysis was also used to assess the extent to which workload and motivation impact performance directly and indirectly.

The findings from these statistical techniques provided empirical evidence to address the research objectives, offering insights into how organizations can optimize workload management, enhance motivation, and improve job satisfaction to drive better employee performance.

RESULTS AND DISCUSSION

Descriptive Statistical Results

This analysis aims to review respondents' answers to each statement used as a research instrument. It provides a description of the respondents' responses to the variables studied, thereby revealing the intensity level of each variable's condition. The respondents' answers for each variable will be based on index scores, which are categorized into score ranges according to calculated values. The descriptive statistical analysis of the variables is conducted using the score range and assessment in Table 1 to determine the level of each variable.

Table 1. Score Range and Assessment Table

Score Range	Assessment
1.0 – 1.8	Strongly Disagree
1.9 – 2.7	Disagree
2.8 – 3.6	Somewhat Disagree
3.7 – 4.5	Agree
> 4.5	Strongly Agree

The results of respondents' answers to the questionnaire items related to the Employee Performance variable (Y) are presented in Table 2 as follows:

Table 2. Respondents' Responses Regarding Employee Performance

Table 2: Respondents' Responses Regarding Employee Performance									
No	Statement		Responses					Average	Category
			SA	A	SwD	D	SD		
1	I am able to complete work according to the established work standards.	F	40	32	6	3	1	4.30	Agree
		%	48,7	39	7,3	3,7	1,2		
2	I am able to minimize errors in working.	F	38	29	8	6	1	4.19	Agree
		%	46,3	35,4	9,8	7,3	1,2		
3	I am able to achieve targets set by the supervisor.	F	24	25	18	9	6	3.69	Somewhat Disagree
		%	23.3	30.5	22	10,2	7,3		
4	I am able to complete tasks quickly and accurately.	F	23	28	18	6	7	3.66	Somewhat Disagree
		%	28	34,1	22	7,3	8,5		

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. JASA RAHARJA NORTH SUMATRA BRANCH

Dwi Haryanto *et al*

		F	40	33	5	2	2		
5	I choose the right method and work steps that are appropriate to the tasks assigned.	%	48,8	40,2	6,1	2,4	2,4	4.30	Agree
6	I complete the tasks assigned thoroughly and accurately until finished.	F	44	27	8	2	1		
		%	53,7	32,9	9,8	2,4	1,2	4.35	Agree
7	I am able to work well with colleagues and supervisors.	F	36	33	9	4	0		
		%	43,9	40,2	11	4,9	0	4.23	Agree
8	I can work well individually as well as in a team.	F	39	27	12	3	1		
		%	47,6	32,9	14,6	3,7	1,2	4.22	Agree
Average Score for the Variable								4.11	Agree

The results of respondents' answers to the questionnaire items related to the Workload variable are presented in Table 3 as follows:

Table 3. Respondents' Responses Regarding Workload

No	Statement		Responses					Average	Category
			SA	A	SwD	D	SD		
1	The work targets set by the company are in accordance with the employees' capabilities..	F	22	34	19	6	1	3,85	Agree
		%	26,8	41,5	23,2	7,3	1,2		
2	I am able to complete tasks according to the target on time.	F	31	39	7	4	1	4.16	Agree
		%	37,8	47,6	8,5	4,9	1,2		
3	The tasks assigned are in accordance with my educational background.	F	22	34	15	10	1	3.80	Agree
		%	26,8	41,5	18,3	12,2	1,2		
4	The work environment encourages my motivation in completing tasks.	F	38	27	12	3	2	4.17	Agree
		%	46,3	32,9	14,6	3,7	2,4		
5		F	38	31	8	4	1	4.26	Agree

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT JASA RAHARJA NORTH SUMATRA BRANCH

Dwi Haryanto et al

	I am able to complete tasks within the specified time.	%	46,3	37,8	9,8	3,7	1,2		
		F	47	26	5	3	1		
6	I am able to use my working hours at the office effectively.	%	57,3	31,7	6,1	3,7	1,2	4.40	Agree
		F	36	22	16	7	1		
7	The tasks assigned to employees are in accordance with their respective responsibilities.	%	42,7	26,8	19,5	8,5	1,2	4.02	Agree
		F	33	32	11	4	2		
8	The tasks assigned are in line with the employees' capabilities.	%	40,2	39	13,4	4,9	2,4	4.10	Agree
		F	33	32	11	4	2		
Average Score for the Variable								4.09	Agree

The results of respondents' answers to the questionnaire items related to the Motivation variable are presented in Table 4 as follows:

Table 4. Respondents' Responses Regarding Motivation

No	Statement		Responses					Average	Category
			SA	A	SwD	D	SD		
1	I am given opportunities to develop my skills and abilities. capabilities..	F	37	25	14	4	2	4.11	Agree
		%	45,1	30,5	17,1	4,9	2,4		
2	Recognition at work motivates me to perform better.	F	45	26	4	5	2	4.30	Agree
		%	54,9	31,7	4,9	6,1	2,4		
3	Collaborative relationships among employees in the workplace make me feel comfortable working.	F	45	30	4	2	1	4.41	Agree
		%	53,7	36,6	4,9	2,4	1,2		
4	Social interactions	F	47	25	7	2	1	4.40	Agree

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT. JASA RAHARJA NORTH SUMATRA BRANCH

Dwi Haryanto *et al*

	among coworkers support me in carrying out my tasks.	%	57,3	30,5	8,5	2,4	1,2		
		F	28	29	16	4	5	3.87	
5	I work diligently because the company provides opportunities to attain certain positions.	%	34,1	35,4	19,5	4,9	6,1		Agree
		F	36	31	10	4	1	4.18	
6	I am given the opportunity to participate in setting the goals to be achieved by my supervisor.	%	43,9	37,8	12,2	4,9	1,2		Agree
		F	36	31	10	4	1	4.18	
Average Score for the Variable								4.21	Agree

The results of respondents' answers to the questionnaire items related to the Job Satisfaction variable are presented in Table 5 as follows:

Table 5. Respondents' Responses Regarding Job Satisfaction

		Responses						Average	Category
No	Statement		SA	A	SwD	D	SD		
1	I feel that the company provides salaries in accordance with applicable standards. capabilities..	F	48	26	3	1	4	4.38	Agree
		%	58,5	31,7	3,7	1,2	4,9		
2	I receive adequate and appropriate salary based on the responsibilities assigned to me.	F	42	31	6	1	2	4.34	Agree
		%	51,2	37,8	7,3	1,2	2,4		
3	I am satisfied with the basis used for promotions within the company.	F	34	33	12	2	1	4.18	Agree
		%	41,5	40,2	14,6	2,4	1,2		
4	I feel happy because there are open opportunities for promotion.	F	43	33	3	2	1	4.39	Agree
		%	52,4	50	3,7	2,4	1,2		
5		F	49	29	1	2	1	4.50	Agree

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT JASA RAHARJA NORTH SUMATRA BRANCH

Dwi Haryanto et al

	I enjoy working with colleagues who provide sufficient support.	%	59,8	35,4	1,2	2,4	1,2		
		F	52	24	3	2	1		
6	I am satisfied with a supervisor who provides support to their subordinates.	%	63,4	29,3	3,7	2,4	1,2	4.51	Agree
		F	53	23	3	2	1		
7	I enjoy a job that is interesting and challenging..	%	64,6	28	3,7	2,4	1,2	4.51	Agree
		F	45	31	3	2	1		
6	I am satisfied with my job because it meets my personal expectations.	%	54,9	37,8	3,7	2,4	1,2	4.43	Agree
		F	45	31	3	2	1		
Average Score for the Variable								4.40	Agree

Normality Test

The normality test aims to examine whether the dependent variable is normally distributed, using the Kolmogorov-Smirnov (K-S) statistical test.

Table 6. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		.82
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.68433186
Most Extreme Differences	Absolut	.142
	Positive	.090
	Negative	.142
Test Statistic		.142
Asymp. Sig. (2-tailed)		.000c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction		

The results of the Kolmogorov-Smirnov analysis indicate that the significance value is greater than 0.05, specifically 0.142, which means that the data is normally distributed. To further support this finding, the distribution can also be examined using the normal probability plot and histogram presented below.

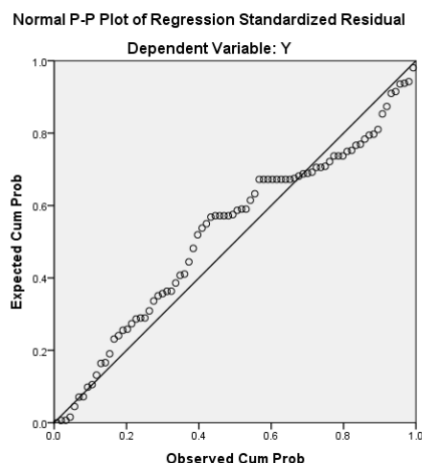


Image 1: Normal P-Plot

The P-P plot displays a graph between the values on the X-axis and the values on the Y-axis. If the plotted points form a linear pattern or closely follow a straight line, this indicates that the residual variable is normally distributed. However, if the data points deviate significantly from the diagonal line or do not follow its direction, it can be concluded that the data is not normally distributed. As shown in Image 1, the scatter plot points align along the diagonal line, indicating that the residuals are normally distributed.

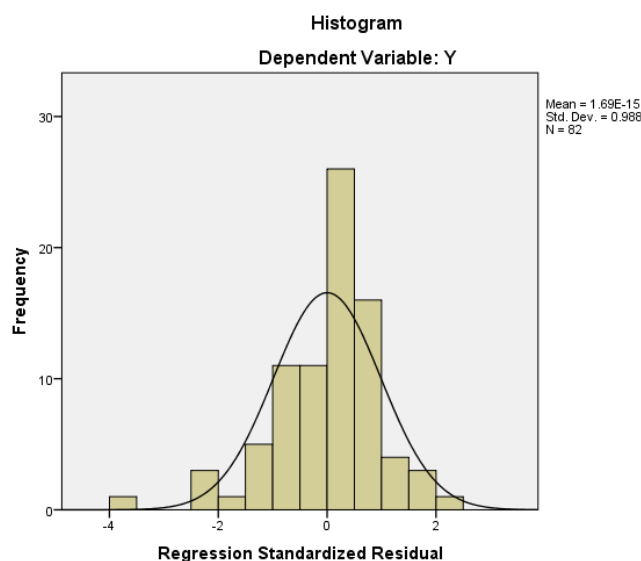


Image 2: Histogram Chart

As shown in Image 2, the histogram appears to follow a normal distribution, as indicated by the data not being skewed to the left or to the right.

Heteroscedasticity Test

The heteroscedasticity test aims to examine whether there is a variance inequality in the regression model across different observations. This is tested using a scatterplot.

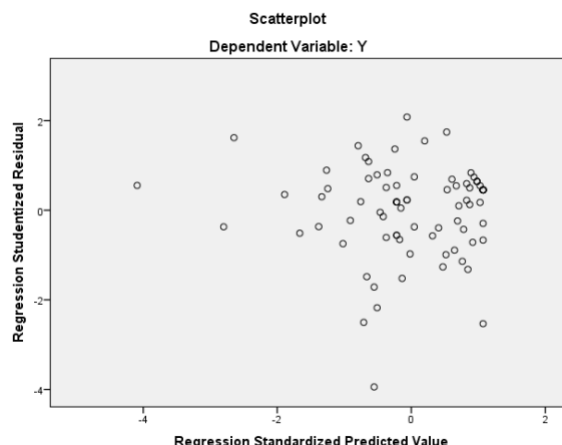


Image 3: Heteroscedasticity Test

Based on the scatterplot above, it can be observed that the data points are randomly dispersed, do not form any specific or regular pattern, and are spread both above and below the value of 0 on the Y-axis. This indicates that heteroscedasticity is not present in the data.

Multicollinearity Test

The results of the multicollinearity test are presented in Table 7 below:

Table 7. Multicollinearity Test

Table 4. Multicollinearity Test								
		Coefficients ^a						
		Unstandardized Coefficients		Unstandardized Coefficients			Collinearity Tolerance	Statistics VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	2.391	1.654		1.445	.152		
	Worload	.256	.103	.266	2.474	.016	.202	4.953
	Motivation	.873	.143	.657	6.106	.000	.202	4.953
a. Dependent Variable: Employee Performance								

a. Dependent Variable: Employee Performance

As shown in Table 7, for each independent variable: Tolerance value > 0.10, VIF < 5. Therefore, it can be concluded that there is no multicollinearity in the regression model.

Multiple Linear Regression Analysis

Multiple linear regression is used to determine the linear relationship between several independent variables (X) and a dependent variable (Y). Based on Table 4.14, the regression equation can be formulated as follows:

$$Y = 2.391 + 0,256 X_1 + 0,873 X_2$$

Coefficient of Determination

The model equation for the coefficient of determination is as follows:

Table 8. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.815	.811	2.71810

a. Predictors: (Constant), motivation, workload

The results of the coefficient of determination test, as presented in Table 4.10, show that the R value is 0.903, indicating a strong relationship 90.3% between workload and motivation variables and employee performance. Furthermore, the Adjusted R Square value of 0.811 suggests that 81.1% of the variance in employee performance can be explained by workload and motivation, while the remaining 18.9% is attributed to other factors not examined in this study.

T-Test (Partial Test)

This test is conducted to determine whether the proposed hypothesis is accepted or rejected using the t-statistic (Partial Test). The results of the t-statistic test (partial test) are as follows:

Table 9. Results of the t-Test (Partial Test)

		Coefficients ^a				
		Unstandardized Coefficients	Std. Error	Unstandardized Coefficients	t	Sig.
Model		B		Beta		
1	(Constant)	2.391	1.654		1.445	.152
	Workload	.256	.103	.266	2.474	.016
	Motivation	.873	.143	.657	6.106	.000

a. Dependent Variable: Employee Performance

Based on the results in Table 9 from the SPSS model, the significance or influence of the independent variables on the dependent variable can be summarized as follows: The t-statistic for workload is 2.474 with a significance level of 0.016, indicating that workload significantly affects employee performance, as the t-statistic (2.474) exceeds the t-table value (1.989) and the significance level (0.016) is less than 0.05. Similarly, the t-statistic for motivation is 6.106 with a significance level of 0.000, showing that motivation also significantly affects employee performance, with the t-statistic (6.106) greater than the t-table value (1.989) and the significance level (0.000) below 0.05.

F-Test (Simultaneous Test)

The results of the F-statistic test (simultaneous test) are as follows:

Table 10. Results of the F-Test (Simultaneous Test)

		ANOVA ^a				
Model		Sum of Squares	dF	Mean Square	F	Sig.
1	Regression	2575.965	2	1287.983	174.333	.000 ^b
	Residual	583.657	79	7.388		
	Total	3159.622	81			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Workload

As shown in Table 4.17, the calculated F-value is 174.333 with a significance level of 0.000. Using a significance level (α) of 5%, the calculated F-value of 174.333 is greater than the F-table value of 3.11, and the significance value of 0.000 is less than 0.05. This indicates that there is a significant simultaneous effect of the workload and motivation variables on employee performance.

Path Analysis

To test the effect of the intervening variable in this study, the path analysis method (Path Analysis) is used, which is an extension of multiple regression analysis. Path analysis involves using regression analysis to estimate causal relationships between variables that have been predetermined based on theory. The causal relationships between variables are formed with a model based on theoretical foundations, and path analysis can be used to identify patterns of relationships among three or more variables (Ghozali, 2019).

1. Regression Model I

a. Individual Effect Test (t-Test)

Based on the analysis results using SPSS version 25.0 (Imam Ghozali, 2019), the regression results between the workload variable (X1), motivation (X2), job satisfaction (Z), and employee performance (Y) are as follows:

Table 11. Results of the t-Test (Partial Test)

		Coefficients ^a		t	Sig.
		Unstandardized Coefficients	Unstandardized Coefficients		
Model		B	Std. Error	Beta	
1	(Constant)	10.342	2.051		5.043 .000
	Worload	.594	.128	.665	4.637 .000
	Motivation	.210	.177	.170	1.183 .240

a. Dependent Variable: Employee Performance

Based on Table 11, the regression equation can be formulated as follows:

$$Z = 0.665 X1 + 0.170 X2$$

This regression equation indicates that both independent variables, workload (X1) and motivation (X2), have a positive and significant effect on job satisfaction (Z). In other words, an increase in workload and motivation leads to an increase in job satisfaction. Furthermore, the regression coefficients reveal that the workload factor (b2 = 0.665) is the more dominant factor in influencing job satisfaction.

b. Coefficient of Determination

The coefficient of determination is used to assess the ability of independent variables to explain the dependent variable. When the Adjusted R Square value is close to one, it indicates that the independent variables provide almost all the information needed to predict the variation in the dependent variable.

Table 12. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.672	.664	3.36965

a. Predictors: (Constant), X2, X1

The adjusted R square value of 0.664 means that workload and motivation are able to explain 66.4% of the variance in job satisfaction, while the remaining 33.6% (100% – 66.4%) of job satisfaction is explained by other variables that were not examined in this study.

c. F-Test (Simultaneous Test)

The F-test is used to assess the simultaneous effect of independent variables on the dependent variable. If the calculated F value is greater than the F table value, it indicates that the model used is fit or good.

Table 13. Results of the F-Test (Simultaneous Test)

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	1816348900	3	605449633.396	8.008 .009b
	Residual	604873027	8	75609128.454	
	Total	2421221927	11		

a. Dependent Variable: Y
b. Predictors: (Constant), Z, X1, X2

Table 13 shows that the calculated F value is 8.008, while the F table value with df1 = 2 – 1 = 1 and df2 = 82 – 2 = 80 is 3.96. Since the calculated F value is greater than the F table value, the regression model between workload (X1) and motivation (X2) on job satisfaction (Z) is considered fit or appropriate.

2. Regression Model II

a. Individual Effect Test (t-Test)

Based on the analysis results using SPSS version 25.0 (Imam Ghazali, 2019), the regression results between the variables workload (X1), motivation (X2), and job satisfaction (Z) on employee performance (Y) are as follows:

Table 14. Results of the t-Test (Partial Test)

		Coefficients ^a				
		Unstandardized Coefficients		Unstandardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.927	1.910		1.533	.129
	Worload	.286	.117	.298	2.447	.017
	Motivation	.883	.145	.665	6.102	.000
	Kepuasan Kerja	-.052	.091	-.048	-.569	.571

a. Dependent Variable: Employee Performance

Based on Table 14, the regression equation can be formulated as follows:

$$Y = 0,298 X1 + 0,665 X2 - 0,348 Z$$

The regression equation indicates that both independent variables, workload and motivation, have a positive and significant impact on job satisfaction, while job satisfaction itself negatively affects employee performance. This implies that as workload and motivation increase, job satisfaction also rises. However, an increase in job satisfaction leads to a decrease in employee performance. Furthermore, the regression coefficients show that workload ($b_2 = 0.665$) is the more dominant factor influencing job satisfaction.

b. Coefficient of Determination

The coefficient of determination is used to assess the ability of independent variables to explain the dependent variable. When the Adjusted R Square value approaches one, it indicates that the independent variables provide almost all of the information required to predict the variation in the dependent variable.

Table 15. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.816	.809	2.72980

a. Predictors: (Constant), X2, X1

An Adjusted R Square value of 0.895 means that workload, motivation, and job satisfaction can explain 80.9% of the variance in employee performance, while the remaining 19.1% (100% - 80.9%) of employee performance is explained by other variables not examined in this study.

c. F-Test (Simultaneous Test)

The F-test is used to examine the simultaneous effect of independent variables on the dependent variable. If the calculated F-value is greater than the F-table value, the model is considered fit or good.

Table 16. Results of the F-Test (Simultaneous Test)

ANOVA ^a						
Model		Sum of Squares	dF	Mean Square	F	Sig.
1	Regression	2578.381	3	859.460	115.336	.000 ^b
	Residual	581.241	78	7.452		
	Total	3159.622	81			
a. Dependent Variable: Y						
b. Predictors: (Constant), Z, X2, X1						

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AT PT JASA RAHARJA NORTH SUMATRA BRANCH

Dwi Haryanto et al

Table 16 shows that the calculated F-value is 115.336, while the F-table value with $df1 = 3 - 1 = 2$ and $df2 = 82 - 3 = 80$ is 3.96. Since the calculated F-value is greater than the F-table value, the regression model between workload (X1), motivation (X2), job satisfaction (Z), and employee performance (Y) is considered fit or acceptable.

The path diagram is constructed based on the conceptual framework developed from the theory used in the study. It involves independent variables, which include workload (X1) and motivation (X2), influencing job satisfaction (Z) as an intervening variable, while employee performance (Y) serves as the dependent variable. Based on the models of influence outlined above, the overall path of influence can be arranged as follows.



Image 4: Path Analysis between X1, X2, Z, and Y

Based on Figure 4, the direct and indirect effects of workload (X1), motivation (X2), and job satisfaction (Z) (as an intervening variable) on employee performance (Y) are as follows:

1. Effect of Workload on Employee Performance through Job Satisfaction:
 - a. The direct effect of workload (X1) on employee performance (Y) is 29.8%.
 - b. The indirect effect of workload (X1) on employee performance (Y) through job satisfaction (Z) is 61.7%.
 - c. The total effect of workload (X1) on employee performance (Y) via job satisfaction (Z) is 26.6%.
 The analysis indicates that the indirect effect of **workload (X1)** on **employee performance (Y)** through **job satisfaction (Z)** is greater than the direct effect.
2. Effect of Motivation on Employee Performance through Job Satisfaction:
 - a. The direct effect of motivation (X2) on employee performance (Y) is 66.5%.
 - b. The indirect effect of motivation (X2) on employee performance (Y) through job satisfaction (Z) is 12.2%.
 - c. The total effect of motivation (X2) on employee performance (Y) via job satisfaction (Z) is 77.87%.
 In contrast, the direct effect of motivation (X2) on employee performance (Y) through job satisfaction (Z) exceeds its indirect effect.

These findings are summarized in Table 4.17, illustrating the direct and indirect effects of the variables under study.

Table 16. Direct and Indirect Effects of Variables

No	Relationship Between Variables	Direct Effect	Indirect Effect
1	Workload (X1) on Employee Performance (Y)	29,8 %	61,7 %
2	Motivation (X2) on Employee Performance (Y)	66,5 %	12,2 %

CONCLUSION

Based on the data analysis and the discussions conducted, this study concludes that workload has a positive and significant impact on employee performance at PT Jasa Raharja Sumatera Utara Branch. Additionally, motivation also has a positive and significant effect on employee performance at the same branch. Furthermore, workload positively and significantly affects job satisfaction, while motivation does not significantly influence job satisfaction. Job satisfaction, however, does not have a significant effect on employee performance. Moreover, the analysis reveals that workload does not affect employee performance through job satisfaction, whereas motivation positively and significantly affects employee performance through job satisfaction.

Based on the findings of this study, several managerial implications can be drawn for PT Jasa Raharja Sumatera Utara Branch. First, while employee performance is generally categorized as high, it is crucial for the company to continuously sustain and improve this performance. The company should emphasize the importance of both the quantity and quality of work to its employees, ensuring that they understand the significance of maintaining high standards. Regular performance evaluations are essential, as these assessments provide valuable insights for improvement and serve as a foundation for setting goals and strategies aimed at enhancing overall employee performance.

Second, although job satisfaction factors, such as good interpersonal relationships with colleagues, a comfortable work environment, and flexible working hours, play a role in enhancing employee satisfaction, these factors do not significantly contribute to improving employee performance. This suggests that, at PT Jasa Raharja, job satisfaction may not directly influence the level of employee performance. Therefore, while fostering a supportive work environment is important for overall job satisfaction, the company should also focus on other strategies to further drive performance outcomes, such as offering targeted training programs, refining performance management practices, and ensuring clear alignment between organizational goals and individual objectives.

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