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The Influence of Workload on the Performance of Banjarmasin City Land Office Employees Through Motivational Mediation

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ABSTRACT

Workload is an important factor that can influence employee performance. Excessive workload can cause stress and fatigue, which can reduce employee performance. On the other hand, motivation can be a determining factor in improving employee performance. High motivation can encourage employees to work harder and be more productive. This research aims to determine and analyze the effect of workload on performance by mediating motivation among Banjarmasin City Land Office Employees. This research method uses a questionnaire of 40 Banjarmasin City Land Office employees as samples and the sampling technique used is purposive sampling with judgment sampling type. Data analysis uses the SEM-PLS (Structural Equation Modeling - Partial Least Square) method which is processed with the SmartPLS Program. The results of this research conclude that the workload variable has a significant negative effect on the performance variable, the workload variable has a significant positive effect on the motivation variable, the motivation variable has a significant positive effect on the performance variable, and the workload variable has a significant positive effect on the performance variable with the mediation of the motivation variable.

1. Introduction

Human resources (HR) are a vital element for an organization. Through effective HR management and development, employee roles, results, and responsibilities can be clarified, so that organizational goals are achieved. Measuring employee performance is also essential. This is done to determine individual and organizational achievements, support career development, become a basis for performance improvement, consider rewards and sanctions, and reference for salaries and benefits. According to (Dessler, 2015), employee performance (work achievement) is the employee's actual achievement compared to the employee's expected achievement. Expected work performance is a benchmark for employee performance, comparing it with standards

and between employees. Performance management evaluates the achievement of results to determine the next steps for improvement.

The Banjarmasin City Land Office is one of 13 Vertical Agencies within the Ministry of ATR/BPN "Agraria dan Tata Ruang/Badan Pertanahan Negara" located in South Kalimantan. Based on reports and evaluations of programs and activities for the 2022 fiscal year, the realization of the Banjarmasin City Land Office budget for 2022 is "Very Good", namely 93.50 percent with overall physical realization averaging 100 percent. The Banjarmasin City Land Office has 93 employees, with different levels and responsibilities for each section. Each position level plays a role in completing responsibilities and tasks and their performance will be evaluated by each



superior. Evaluation of employee performance at the Banjarmasin City Land Office uses the Employee Work Targets (SKP) system based on the latest regulations Permenpan RB Number 6 of 2022 concerning

Performance Management of State Civil Apparatus Employees. Table 1 presents the Banjarmasin City Land Office employee performance assessment in 2022.

Table 1. Performance assessment results of Banjarmasin City Land Office employees in 2022.

Number of employees	Percentage	Performance assessment
1	1%	Average
78	84%	Good
14	15%	Very Good

Mustafa (2020), Deputy for HR Personnel at the Ministry of Administrative and Bureaucratic Reform, asserts that managers' unpreparedness poses a barrier to evaluating the performance of civil servants. Due to the fact that only a limited number of structural leaders, managers, and civil servant structural officials typically lack the expertise necessary to conduct performance evaluations for their personnel, The system enforces various conditions such as "grades must be satisfactory to qualify for promotions," "grades must remain within the gradient, not soar excessively, as subsequent ascents will be challenging," and "grades must continue to rise when compared to the previous year." As a result, it is frequent for leaders to request that their subordinates provide a "concept" of value, with the expectation that the individual will merely make minor adjustments and sign or approve the evaluation. Therefore, they never provide genuine feedback regarding employee performance. Consequently, the outcomes of the performance evaluation are indistinct and may not necessarily reflect the actual performance of the employee in question.

Mustafa's opinion was proven when the Banjarmasin City Land Office received a performance audit from the Inspectorate General of the Ministry of ATR/BPN "Agraria dan Tata Ruang/Badan Pertanahan Nasional", namely that there were weaknesses in the results of land registration activities in 2022 in terms of quantity, quality and completion

time in routine non-tax state revenue service activities and complete systematic land registration. Based on the findings of the Inspectorate General, one of the causes of the less-than-optimal performance of Banjarmasin City Land Office employees is due to the high workload of employees in land registration activities.

Paramitadewi, (2017) states that workload is the extent to which an individual worker's capacity is needed to complete the tasks assigned to him, which can be indicated by the amount of work that must be done by the employee, and the time/time limits that the worker has in completing the task, as well as the individual's own subjective view of the work assigned to him. Then according to (Aliyyah et al., 2021), workload is the volume of work or a record of work results which can show the volume produced by many employees in a certain section.

The impact of high workload in the long term causes performance to have more negative aspects (Ahmad et al., 2019). This high workload does not dampen the enthusiasm of employees in carrying out their duties because employees have a strong motivation to be able to complete their responsibilities. According to (Robbins & Judge, 2017), motivation is a process that explains a person's strength, direction, and persistence in efforts to achieve goals. According to research by (Chien et al., 2020), there is a positive influence of work motivation on performance. This was also revealed in research by (Paais et al, 2020), that



work motivation has a positive and significant effect on performance.

Robbins et al., (2017) explained that a person's motivation when doing their work is influenced by two dominant factors from Herzberg's motivational theory, namely motivation factors and maintenance factors. Motivational factors relate to psychological needs (intrinsic conditions) such as achievement, recognition, work itself, responsibility, and developing individual potential, while maintenance factors relate to the nature of humans who want to obtain bodily peace (extrinsic conditions) such as salary, working conditions, company policies, and administration, interpersonal relationships, and quality of supervision. This is following the conditions that exist at the Banjarmasin City Land Office where each employee has a high workload, but employees still receive higher compensation/incentives for each work result and employees with high performance have the potential to be promoted to higher places/positions well within the organization.

Numerous studies have empirically examined workload, motivation, and performance. Aliyyah et al. study in 2021 used a quantitative approach with a population of 55 employees at state-owned public agencies using path analysis. The research he studied resulted in the conclusion that workload had a negative and significant effect on employee motivation and performance, while motivation had a positive and significant effect on employee performance. Workload has a negative impact on the performance of employees at work. Another study by Siswanto et al. (2019) declared that workload had a significant positive effect on performance, motivation had a significant positive effect on performance, and workload had a greater influence on employee performance through the motivation variable. A study by Widarto et al. (2022) also showed a similar result: workload has a significant positive effect on work motivation and employee performance, work motivation has a significant positive effect on employee

performance, and workload has a significant positive effect on performance with the mediation of work motivation.

The research gap in this study refers to the opinion that states that a workload that is too high can cause work stress, lack of concentration, customer complaints, and an increase in absenteeism which causes low productivity rates, resulting in low performance (Koesomowidjojo, 2017). This is proven by the results of research by (Ahmad et al., 2019), (Yamin et al., 2020), and (Aliyyah et al., 2021) which state that workload has a significant negative effect on performance, which means that excessive workload can reduce employee performance. However, in the research of (Siswanto et al., 2019), (Rusmiati et al., 2021), and (Widarto et al., 2022) workload has a significant positive impact on performance, which means that a high workload can actually improve employee performance. This study offers insight into the correlation between workload and employee performance, as participants experienced a direct impact from heavy workloads.

2. Literature Review

Human resource management

Human resource management (HRM) is the process of acquiring, training, assessing, and compensating employees and managing labor relations, health, safety, and matters related to justice (Dessler, 2015). HRM is also defined as planning, organizing, coordinating, implementing, and supervising the procurement, development, provision of services, integration, maintenance, and separation of the workforce to achieve organizational goals (Mangkunegara, 2017). Mangkunegara (2017) stated that HRM is the maximum management and utilization of existing resources for individuals/employees in the world of work to achieve organizational goals and individual employee development. Bintoro et al., (2017) added that HRM is a science or method of managing the relationships and



roles of resources (labor) efficiently and effectively and can be used optimally to achieve the common goals of the company, employees, and society. HRM consists of integrated decisions regarding employment relations that influence employee and organizational effectiveness and are activities carried out so that human resources can be used effectively to achieve organizational goals. Mondy (2008) briefly explained that HRM is the use of several individuals to achieve organizational goals with the consequence that managers at every level must involve themselves with HRM.

Workload

Workload refers to the work that must be completed at a certain time (Rusmiati et al., 2021). Workload analysis is a management technique aimed at obtaining information related to the efficiency and effectiveness of an organization's work (Hasibuan, 2020). According to experts, workload includes work, time, and individual perspective. Workload measurements are carried out using employee needs analysis and workload analysis for each employee. If the workload is too high or too low, it can decrease productivity and lower employee performance. A workload that is too high can cause work stress and customer complaints, while a workload that is too low can cause boredom and lack of concentration.

Work Motivation

Motivation means encouraging effort or behavior. In the management context, motivation emphasizes how to direct the potential and power of subordinates to work together productively in achieving goals. Robbins, (2016) defines motivation as a process that explains an individual's perseverance, direction, and strength to achieve a goal. Armstrong, (2016) said that motivation is a condition that enables humans to move towards specific goals. Aliyyah et al., (2021) define work motivation as a condition that moves or encourages an individual to work or carry out activities

to achieve goals. Meanwhile, Rusmiati et al., (2021) define work motivation as encouragement to make efforts to carry out work to achieve individual and organizational goals.

Employee performance

Performance refers to achieving goals or measurable output, but it is not limited to the results and how to reach them (Robbins et al., 2017). Performance management is needed to examine employee achievements, which provides information to improve employee performance (Armstrong, 2016). The difference between an employee's actual performance and their expected performance is known as job performance or employee performance (Dessler, 2015). Standard achievements prepared as a reference are used to determine employee performance based on position and standards and can be compared between employees. According to responsibility, performance can be interpreted as the work results achieved in the task, both quantity and quality. Performance can also be interpreted as working activities to achieve results related to organizational goals, their impact on the economy, and meeting customer satisfaction. Performance can also be interpreted as achieving targets the organization has set according to its abilities or as the result of individual work on its responsibilities and duties to attain organizational goals.

3. Methods

This research is a type of associative and causal research with a quantitative design. The object of this research is the Banjarmasin City Land Office, South Kalimantan Province. The research was conducted from September to October 2023. The unit of analysis is the land registration division, which contains two sections, the first is the survey and mapping section, and the second is the section for determining registration rights. The population consists of 93 employees who have several employment statuses,



namely Civil Servants, Non-Civil Servant Government Employees or PPNPN "Pegawai Pemerintah Non Pegawai Negeri", and Cadastral Surveyors covering various positions such as surveyors, staff, substance coordinators, section heads, and office heads. The sample was selected as 40 employees from the land registration division using a non-probability sampling technique, namely a purposive sampling technique (judgment sampling). Primary and secondary data

4. Results and Discussion

The influence of workload on the employees' performance at Banjarmasin City Land Office

Based on the original sample value of -0.528 (<0) and the T Statistics value of 2.009 (>1.96), it shows that workload (X) has a negative and significant effect on performance (Y). So the first hypothesis in this research can be accepted. The interpretation of this research is that the higher the workload, the lower the performance of Banjarmasin City Land Office

were used in this research, primary data was collected using a questionnaire, and secondary data came from documents or files from the Banjarmasin City Land Office. The data analysis method uses the SEM-PLS (Structure Equation Modeling - Partial Least Square) method using the SmartPLS application. This research aims to analyze the influence of workload on employee performance in the Banjarmasin Land Office, Banjarmasin City through motivational mediation employees. The results of the research show that there is a significant negative effect of workload on the performance of Banjarmasin City Land Office employees. It can be interpreted that the greater the employee workload value, the lower the performance of the Banjarmasin City Land Office employees. In general, a high workload on a job will reduce employee performance. Employees feel that the increasing workload on their jobs will result in lower performance.

Table 2. Direct effect.

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)	P values	Results
Motivation	→	0.653	0.662	0.251	2.606	0.009	Significant
Performance							
Workload	→	0.654	0.657	0.151	4.345	0.000	Significant
Motivation							
Workload	→	-0.528	-0.541	0.263	2.009	0.045	Significant
Performance							

Overall, according to the perception of Banjarmasin City Land Office employees, it is clear that high/excessive workloads cause a decrease in performance. The results of this research can be understood by looking at the responses from the Banjarmasin City Land Office employee respondents answering the research questionnaire the employees rated the workload with an average of 4,917, which means that the workload felt by the employees was relatively high. However, the results of the respondents' assessment of the average performance was 4,913, which is considered high. This means that

in the case study of Banjarmasin City Land Office employees, even though the high workload causes performance to decline, with the mediation of motivation it can cause performance to still be in good condition.

The results of this research support (Koesomowidjojo, 2017) theory that workloads that are too high can result in low productivity rates, thereby reducing employee performance. This research supports previous research such as research by (Ahmad et al., 2019) which shows that in the long term, workload will have a negative effect. Research



also supports (Yamin et al., 2020) and (Aliyyah et al., 2021) that workload has a significant negative effect on performance. However, this research does not support the research of (Siswanto et al., 2019), (Rusmiati et al., 2021), and (Widarto et al., 2022) that workload has a significant positive impact on performance. This means that excessive workload can actually increase employee performance.

Workload can affect employee performance when employees receive too many tasks beyond their available time, then the resulting work results will not reach the expected quantity. If the quantity of work is expected to be achieved then the quality of work will be sacrificed. Likewise, if the expected quantity and quality are achieved, there will be excessive working time outside of office working hours (overtime) which must be sacrificed by employees of the Banjarmasin City Land Office. A managerial option that can be made apart from increasing normal office working hours (overtime) is to increase the number of employees in jobs that have a high workload and a shortage of staff to handle it.

The influence of workload on the motivation of Banjarmasin City Land Office employees

Based on the Original Sample value of 0.654 (>0) and the T Statistics value of 4.345 (>1.96). This shows that workload (X) has a positive and significant effect on motivation (M). So the second hypothesis in this research can be accepted. The interpretation of this research is that the higher the workload, the higher the motivation of Banjarmasin City Land Office employees. The results of the research show that there is a significant positive influence of workload on motivation of Banjarmasin City Land Office employees. It can be interpreted that the greater the employee workload value, the higher the motivation of the Banjarmasin City Land Office employees. In general, a high workload on a job will increase employee motivation. Employees feel that the increasing workload on their jobs will result in higher motivation.

Overall, according to the perception of Banjarmasin City Land Office employees, it emphasizes that high/excessive workloads cause increased motivation. The results of this research can be understood by looking at the responses from the Banjarmasin City Land Office employee respondents answering the research questionnaire the employees rated the workload with an average of 4,917, which means that the workload felt by the employees was relatively high. Likewise, the results of respondents' assessment of motivation averaged 5,042, which is considered high. This means that the high workload triggers employees to be more motivated in completing work at the Banjarmasin City Land Office.

The results of this research support previous research such as the research of (Siswanto et al., 2019) and research by (Widarto et al., 2022) which shows that there is a significant positive influence that workload has on motivation. However, this research does not support the research of (Aliyyah et al., 2021) that workload has a significant negative impact on motivation. This means that excessive workload can reduce employee motivation.

The high workload does not reduce the motivation of Banjarmasin City Land Office employees. This can happen because when employees of the Banjarmasin City Land Office receive a high workload, employees will also receive additional incentives from the office. Therefore, the more workload you receive, the more incentives you get. This is following Herzberg's motivation theory regarding company policy and administration, namely the policy of the Banjarmasin City Land Office in providing additional incentives to employees who have excessive workloads. Providing incentives is to Herzberg's motivation theory, namely maintenance factors, so that when fulfilled they will not cause employee demotivation. Apart from providing incentives, recognition by superiors for Banjarmasin City Land Office employees also causes employees to have high productivity. Rewards are given by retaining permanent employees in strategic



positions/titles and employees with high performance can also have the potential to be promoted to a better place or a higher position. Providing this recognition is by Herzberg's motivation theory, namely motivation factors, so that when fulfilled it will increase employee motivation.

The influence of motivation on the performance of Banjarmasin City Land Office employees

Based on the Original Sample value of 0.653 (>0) and the T Statistics value of 2.606 (>1.96). This shows that Motivation (M) has a positive and significant effect on performance (Y). So the third hypothesis in this research can be accepted. The interpretation of this research is that the higher the motivation, the higher the performance of Banjarmasin City Land Office employees. The results of the research show that there is a significant positive influence of motivation on the performance of Banjarmasin City Land Office employees. It can be interpreted that the greater the employee motivation value, the higher the performance of the Banjarmasin City Land Office employees. In general, high motivation at work will increase employee performance. Employees feel that increasing their motivation will result in higher performance.

Overall, according to the perception of Banjarmasin City Land Office employees, it emphasizes that high motivation leads to increased performance. The results of this research can be understood by looking at the responses from the Banjarmasin City Land Office employee respondents answering the research questionnaire the employees rated the average motivation as 5,042, which means that the motivation felt by the employees was relatively high. Likewise, the results of the respondent's assessment of the average performance were 4,913, which is considered high. This means that high motivation triggers employees to increase productivity in completing work at the Banjarmasin City Land Office.

The results of this research support previous research such as research by (Wolor et al., 2019) and (Paais et al., 2020) which show that there is a significant positive influence of motivation on performance. Motivation of Banjarmasin City Land Office employees is vital for the sustainability of employee performance and office performance. This is because Banjarmasin City Land Office employees will continue to have a high workload from year to year due to the existence of a national strategic program assigned to the Ministry of ATR/BPN "Agraria dan Tata Ruang/Badan Pertanahan Nasional". Motivation is very necessary in organizations because it is related to efforts to provide encouragement to employees to achieve organizational goals. Motivation comes from within humans, therefore organizational leaders need to create conditions where employees can motivate themselves. In this case, the Banjarmasin City Land Office needs to pay attention to the continuity of maintenance factors so that employees are not demotivated by the work they do, and then they also have to pay attention to motivation factors so that employees who have fulfilled the maintenance factors can be motivated to carry out work with the best results. What superiors can do is to encourage employees who have good performance to be transferred to better positions or promoted to higher positions so that employees have motivation as encouragement to always excel. Apart from that, superiors must often remind and urge their staff to always be updated regarding the latest policies and regulations, so that employees can easily complete the work themselves. Furthermore, the staffing of the Banjarmasin City Land Office is to always provide development of individual potential to its employees by sending appropriate delegations to carry out training held at the center offline and often encouraging employees to take part in online training related to the latest innovations carried out by the central ministry.



Table 3. Indirect effect.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)	P values	Result
Workload → Motivation → Performance	0.427	0.440	0.211	2.029	0.043	Significant

The effect of workload on performance mediated by motivation in Banjarmasin City Land Office employees

Based on the Original Sample value of 0.427 (>0) and the T Statistics value of 2.029 (>1.96). This shows that workload (X) on performance (Y) with the mediation of motivation (M) has a positive and significant effect. So the fourth hypothesis in this research can be accepted. The interpretation in this research is that the higher the workload mediated by motivation, the higher the performance of Banjarmasin City Land Office employees.

The study's findings indicate that high workloads have different impacts on the performance and motivation of Banjarmasin City Land Office employees. The findings confirm that high workload is significantly associated with reduced employee performance but can increase motivation. However, through motivation as mediation, a high workload can improve performance. This research emphasizes the importance of motivation factors in maintaining employee performance and office sustainability. Therefore, the Banjarmasin City Land Office needs to pay attention to maintenance factors and motivation factors to sustain employee motivation, prevent demotivation, and ensure the implementation of tasks with the best results.

The results of the research show that there is a significant positive influence of workload on performance mediated by motivation in Banjarmasin City Land Office employees. It can be interpreted that the greater the value of employee workload which is mediated first through motivation, results in higher employee performance at the Banjarmasin City Land

Office. In general, a high workload on a job that is mediated by motivation will increase employee performance. Employees feel the workload on their jobs is increasing, so through the mediation of motivation, performance will remain high.

This is in contrast to the results of the direct influence of workload on performance, which is significantly negative. According to (Geiser, 2021), negative direct influence plus positive indirect influence can cancel each other out to a certain extent, when calculating the total influence (the sum of direct influences plus all indirect influences). If the fit does not decrease significantly, then the direct effect can be eliminated so that the total effect is simply the sum of all the indirect effects.

Overall, according to the perception of the employees of the Banjarmasin City Land Office, it is emphasized that a high workload mediated by motivation causes an increase in performance. The results of this research can be understood by looking at the responses from the Banjarmasin City Land Office employee respondents answering the research questionnaire the employees rated the workload with an average of 4,917, which means that the workload felt by the employees was relatively high. Then the research questionnaire respondents assessed the average motivation as 5,042, which means that the motivation felt by employees is relatively high and the results of the respondents' assessment of the average performance is 4,913, which is classified as high. This means that in the case study of employees of the Banjarmasin City Land Office, with a high workload but mediated by high motivation, this can result in performance still being in good condition.



The results of this research support previous research such as the research of (Siswanto et al., 2019) and research by (Widarto et al., 2022) which shows that workload has a positive effect on performance through motivation variables such as mediation. This means that there is an indirect influence of workload on performance variables through motivation. However, this research does not support the research of (Aliyyah et al., 2021) that workload has a negative effect on employee performance through motivation as mediation. This means that excessive workload will reduce performance even though it is mediated by motivation variables.

The workload can influence employee performance indirectly (Indirect Effects) through motivation variables at the Banjarmasin City Land Office. This can be caused by the higher the workload received by employees, the more incentives in the form of overtime salaries that employees receive. When maintenance factors are met, employees are protected from demotivation. The existence of motivation factors causes employees to become more active in working, thereby increasing productivity. This high level of motivation can cause the productivity of Banjarmasin City Land Office employees to remain stable and produce good performance. Therefore, a high workload supported by increased motivation will result in maximum employee performance.

5. Conclusion

Workload has a significant effect with a negative relationship on the performance of Banjarmasin City Land Office employees. Workload has a significant effect with a positive relationship on the motivation of Banjarmasin City Land Office employees. Motivation has a significant effect with a positive relationship on the performance of Banjarmasin City Land Office employees. Workload has a significant effect with a positive relationship on the performance of Banjarmasin City Land Office employees through the

mediation of motivation.

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