

# Employee Productivity Through Work Motivation as an Intervention Variable at Panca Budi Development University

Rika Mustika Br. Tarigan, Emi Wakhyuni

## Abstract

This study was conducted to see how the influence of mutation and workload on employee productivity through motivation as an intervening variable in a case study at Universitas Pembangunan Panca Budi Medan. The population in this study were employees at Universitas Pembangunan Panca Budi Medan who had orientation, contract and permanent employee status totaling 127 employees with a sample size of 56 people where the number of samples was determined by the *Slovin formula*. The data used were primary data and secondary data taken directly from respondents using questionnaires and data from internal agencies. This type of research is associative quantitative. Data processing uses *software Smart – PLS version 4.0* with path analysis using *Structural Equation Modeling* (SEM-PLS) analysis technique . The results of the hypothesis testing study indicate that workload directly affects work motivation as indicated by *p values of  $0.000 < 0.05$* . Workload directly does not affect employee productivity as indicated by *p values of  $0.098 > 0.05$* . Motivation directly affects employee productivity as indicated by *p values of  $0.001 < 0.05$* . Workload through motivation indirectly does not affect employee productivity as indicated by *p values of  $0.022 > 0.05$* .

**Keywords:** Workload, Work Motivation, Productivity.

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## **Employee Productivity Through Work Motivation**

### **Introduction**

Productivity issues are important issues for companies to maintain consistency and face increasingly fierce competition. An organization needs the support of Human Resource management capabilities that can create and motivate employees to work more productively. Managers at all levels realize that quality human resources are a crucial factor in creating competitive advantage. Therefore, organizations must have an effective system in recruiting, motivating and managing human resources (Akilu, 2020). This research was conducted at the Panca Budi Development University in Medan, which is one of the private universities that has just been Accredited as Excellent. With these advantages, of course, there is a role for human resources who carry out organizational functions according to plan/goals. On the other hand, excessive or unbalanced workloads can cause stress, reduce motivation, and ultimately have a negative impact on productivity.

### **Formulation of the problem**

1. Workload affects employee productivity at Panca Budi Development University.
2. Workload influences Work Motivation at Panca Budi Development University.
3. Work Motivation Influences Employee Productivity at Panca Budi Development University.
4. Workload affects employee productivity at Panca Budi Development University with Work Motivation as an intervening variable.

### **Research purposes**

1. Analyzing the influence of workload on employee productivity at Panca Budi Development University.
2. Analyzing the influence of workload on work motivation at Panca Budi Development University.
3. Analyzing the influence of work motivation on employee productivity at Panca Budi Development University.
4. Analyzing the influence of workload on employee productivity at Panca Budi Development University with work motivation as an intervening variable.

## Literature review

According to Stoner in (Ramadhan, 2018) management is a process of planning, organizing, leading, and controlling the efforts of organizational members and the use of all resources available in the organization to achieve previously determined organizational goals.

Based on several theories above, it can be concluded that management is a science or art in managing the use of resources in terms of management functions to achieve organizational goals that have been set effectively and efficiently.

## Work Productivity

### a. Understanding Work Productivity

Putu, Claudia & Suana (2018) said that it can be said to be productive if the resources have high work productivity and can achieve predetermined targets and can be responsible for completing tasks on time.

### b. Factors Affecting Work Productivity

According to Karina's research (2012) and according to Pratama's research (2021), it shows that mutations and workloads affect work productivity so that mutations and workloads are factors that affect employee work productivity. This is supported by Hasibuan's opinion (2019) which states that basically mutations are included in the employee development function because the goal is to increase work efficiency in an organization.

According to Sutrisno (2020), productivity indicators include the ability to improve the results achieved, work enthusiasm, self-development, quality and efficiency.

## Workload

### a. Understanding Workload

Workload is also a factor that must be considered to increase employee productivity. According to Tarwaka (2019), workload measurement can be done through subjective mental workload measurement (*subjective method*), one of which is using the Subjective Workload Assessment Technique (*SWAT*) . In the SWAT method, human work performance consists of three dimensions of workload measurement that are related to performance, namely:

- 1) Time load , shows the amount of time available for planning, executing and monitoring tasks.
- 2) Mental effort load , which means the amount of mental effort in carrying out a job.
- 3) Psychological stress load *indicates* the level of job risk, confusion and frustration.

## **Employee Productivity Through Work Motivation**

According to Wakhyuni *et al.*, (2023), workload is an activity carried out by employees in completing work or organizational tasks that are carried out in a healthy state in a short period of time. Workload Indicators

According to Putra in Rolos *et al.*, (2018) there are several workload indicators, including:

- 1) Targets to be Achieved: an employee's perception of the scope of tasks assigned to them to complete their work. opinions about the tasks that need to be completed within a certain time frame.
- 2) Job Conditions: The views an individual has about his/her job conditions, such as making quick decisions when carrying out tasks, and dealing with unexpected events such as doing extra work outside of the allotted time.
- 3) Time Usage: Time used to carry out the assigned task (circle time, or standard or basic time).
- 4) Job Standards: The perception that a person has of his/her job, such as emotions that arise due to the amount of work that must be completed within a certain time period.

### **Work motivation**

#### **a. Understanding Work Motivation**

Employees are motivated when they are excited to do their jobs, when they become active, productive, and creative to achieve maximum work results, when they receive encouragement or work enthusiasm both from internal and external sources to do a job as well as possible. If the company does not support employee engagement, it is almost certain that employee performance will decline, resulting in less than optimal employee job satisfaction (Gilbert, Eka, & Limanto, 2022). Organizational communication must be built more with a sense of family so that employees have loyalty to the Company because employees will feel that the Company is a second home (Wakhyuni & Andika, 2019) . Hafidzi *et al* (2019) stated that motivation is the provision of driving force that creates a person's work enthusiasm so that they are able to cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is something basic that drives someone to work.

b. Work Motivation Indicators

According to Hasibuan in Kurniasari (2018), there are several goals of work motivation which will be described as follows:

- 1) Encourage employee passion and work enthusiasm.
- 2) Improve employee morale and work decisions,
- 3) Increase employee work productivity
- 4) Maintaining the loyalty and stability of company employees.
- 5) Improve discipline and reduce employee absenteeism.
- 6) Increase employee sense of responsibility towards their duties
- 7) Creating a good working atmosphere and relationships
- 8) Streamline employee procurement
- 9) Improving employee welfare.
- 10) Improve employee performance.
- 11) Increase the efficiency of using tools and raw materials.

The research method is a scientific way used to obtain data with certain goals and uses. Based on the objectives and form of the conceptual framework of the study, this study uses a quantitative research method that uses an associative strategy. In this study, the population used was Contract Employees and Permanent Employees at University of Pembangunan Panca Budi

**Sample**

The selection of samples in this study was based on the following provisions:

- a) Category of contract and permanent employees.
- b) Minimum work period of 1 year.

The number of samples is determined based on calculations from the Slovin formula with a tolerable error rate of 10% with a significance of 90%.

$$n = \frac{N}{1 + Ne^2}$$

Information:

n = Sample size

N = Population size

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e = Margin of error / error rate

$$n = \frac{N}{1 + Ne^2} = \frac{127}{1 + 127 (0,1)^2} = 55,9 = 56 \text{ orang}$$

**Table 1.** Population and Research Sample

No	Information	Population	Sample
1	Employee Orientation	20	$\frac{20}{127} \times 56 = 9 \text{ orang}$
2	Contract employees	77	$\frac{77}{127} \times 56 = 34 \text{ orang}$
3	Permanent employee	30	$\frac{30}{127} \times 56 = 13 \text{ orang}$

Source: Author (2024)

### Data Source Types

The data used in this study are primary data and secondary data.

- 1) Primary data, according to Sugiyono (2019), primary data is data obtained through interviews or filling out questionnaires, which means that the data source is obtained directly by the researcher.
- 2) Secondary data, according to Sugiyono (2019), secondary data is data that is not directly received by researchers from data sources, for example through other people or documents.

### Data collection technique

The data collection technique in this study was carried out using a questionnaire distribution technique by giving a set of written questions or statements to respondents to be answered. This study also uses an interview technique by interviewing several samples directly by giving questions about the indicators.

## Research Results & Discussion

### Discussion of Research Results

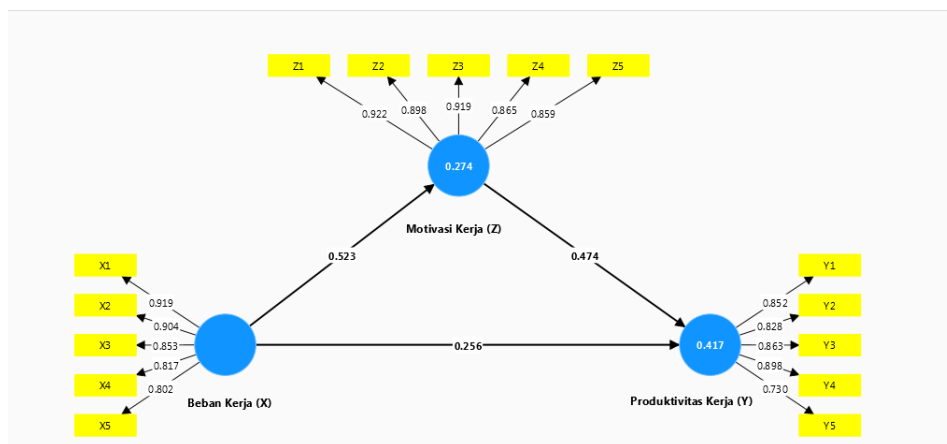
#### 1. Description of Respondent Characteristics

In this study, there is primary data taken from 56 respondents with predetermined characteristics to determine employee responses related to workload on work productivity with work motivation as an intervening variable at Panca Budi Development University, Medan.

### 1) Evaluation of Measurement Models (*Other Models*)

In Hair et al (2021), the evaluation of the reflective measurement model *consists of* *loading factor*  $> 0.70$ , *composite reliability*  $> 0.70$  and *average variance extracted (AVE)*  $> 0.50$  and evaluation of discriminant validity, namely the *fornell* and *lacker criteria* and *HTMT* (*Heterotrait Monotrait Ratio*) below 0.90. Evaluation of the formative measurement model is seen from the significance of *the outer weight* and there is no *multicollinearity* between measurement items seen from *the outer VIP* below 5 .

#### a. Loading Factor



**Figure 1.** Outer Model

Data Source: *Smart PLS 4.0* (2024)

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	Beban Kerja (X)	Motivasi Kerja (Z)	Produktivitas Kerja (Y)
X1	0.919		
X2	0.904		
X3	0.853		
X4	0.817		
X5	0.802		
Y1			0.852
Y2			0.828
Y3			0.863
Y4			0.898
Y5			0.730
Z1		0.922	
Z2		0.898	
Z3		0.919	
Z4		0.865	
Z5		0.859	

**Figure 2.** Loading Factor

Based on the table image above, it can be seen that the loading factor value of all statement items is  $> 0.70$ . So, it can be concluded that the four measurement items are declared valid reflecting the measurement of each variable, namely mutation, workload, motivation and productivity.

### b. Discriminant Validity

Discriminant validity - Fornell-Larcker criterion			
	Beban Kerja (X)	Motivasi Kerja (Z)	Produktivitas Kerja (Y)
Beban Kerja (X)	0.860		
Motivasi Kerja (Z)	0.523	0.893	
Produktivitas Kerja (Y)	0.504	0.608	0.836

**Figure 3.** Fornell – Lacker

Based on the table above, it can be seen that the AVE root value of each variable is greater than the correlation between other constructs, so it can be concluded that all variables are declared valid discriminants.

### c. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Beban Kerja (X)	0.912	0.916	0.934	0.740
Motivasi Kerja (Z)	0.937	0.948	0.952	0.798
Produktivitas Kerja (Y)	0.891	0.901	0.920	0.699

**Figure 4.** Reliability Test



Based on the table above, it is shown that the level of reliability of the variables is acceptable because the Cronbach Alpha value composite Reliability of all variables is  $> 0.70$  and the level of convergent validity indicated by *the Average Extracted* (AVE) is  $> 0.50$ , so all variables are declared reliable.

## 2) Structural Model Evaluation (*Inner Model*)

### a. *R – Square*

	<b>R-square</b>	<b>R-square adjusted</b>
Motivation	0.274	0.260
Productivity	0.417	0.395

*Source: Author (2024)*

The adjusted R Square value of the Motivation variable is 0.260, which indicates that the Workload variable is able to explain the Motivation variable by 26.0%, so it is concluded that the model is considered weak. While the adjusted R-Square value of the Productivity variable is 0.395. This indicates that the Workload and Motivation variables are able to explain the productivity variable by 39.5%, so it can be concluded that the model is considered weak.

### b. *Effect Size*

	<b>Motivation</b>	<b>Productivity</b>
Workload	0.377	0.082
Motivation		0.280

*Source: Author (2024)*

Based on the table data above, the following data interpretation can be concluded:

- The effect of workload on motivation is 0.377, so the effect of workload on motivation is considered strong.
- The effect of workload on productivity is 0.082, so the effect of workload on productivity is considered weak.
- The influence of motivation on productivity is 0.280, so the influence of motivation on productivity is considered moderate.

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### 3) Hypothesis Testing

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workload Motivation	->	0.523	0.536	0.099	5.303	<b>0,000</b>
Workload Productivity	->	0.256	0.263	0.154	1,656	<b>0.098</b>
Motivation Productivity	->	0.474	0.473	0.143	3.316	<b>0.001</b>
Workload Motivation Productivity	-> ->	0.248	0.26	0.109	2.284	<b>0.022</b>

*Source: Author (2024)*

- The path of workload to work motivation obtained a p value of  $0.000 < 0.05$ , so H1 is accepted, namely that workload has an effect on work motivation.
- The path of workload to employee productivity obtained a p value of  $0.098 > 0.05$ , so H2 is rejected, namely that workload has no effect on employee productivity.
- The path of work motivation to employee productivity obtained a p value of  $0.001 < 0.05$ , so H3 is accepted, namely work motivation has an effect on employee productivity.
- The path of workload through motivation on employee productivity obtained p values of  $0.083 > 0.05$ , so H4 is accepted, namely workload has an effect on employee productivity through motivation.

## Conclusion and Suggestions

### Conclusion

Based on the results of research and discussion that have been conducted regarding the influence of mutation and workload on employee productivity with work motivation as an intervening variable at Panca Budi Development University using *SEM- PLS*, the following conclusions can be drawn:

- The results of the first test stated that workload had a positive and significant effect on work motivation with a *p value of 0.000*.
- The results of the second test stated that workload did not have a significant effect on productivity with a *p value of 0.098*.

3. The results of the third test stated that motivation had a significant effect on employee productivity with a *p value* of 0.001.
4. The results of the fourth test stated that workload had a significant effect on employee productivity through motivation with a *p value* of 0.022.

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