The Influence of Workload on Performance with the Mediation of Village Apparatus Motivation in Grabag District

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ARTICLE INFO	ABSTRACT
	This research investigates a notable trend among village officials who frequently delay their tasks, extend their working hours, and undertake responsibilities beyond their official roles due to overwhelming workloads. Furthermore, a lack of motivation is apparent, as evidenced by delayed salary disbursements and insufficient recognition from superiors. These factors are believed to adversely affect employee performance. The research seeks to: (1) examine how workload affects employee performance., (2) Evaluate the impact of workload on work motivation. (3) Analyze the relationship between work motivation and employee performance. (4) Explore the intermediary function of work motivation in the association between workload and employee performance. among village officials in the Grabag District of Purworejo Regency. A quantitative research approach employing a survey technique. was employed, with data gathered from questionnaires distributed to 376 village officials. Proportional random sampling was the technique used, the sample size was determined using Slovin's formula, yielding a total of 194 participants. The data were analyzed using Partial Least Squares (PLS) through the SmartPLS 4.0 software. This analysis encompassed evaluation of the measurement model (covering validity and reliability tests), structural model (including R-square and f-square values), and hypothesis testing via the bootstrapping method. The analysis revealed several key findings: (1) workload has a significant adverse influence on employee performance; (2) workload also negatively affects work motivation in a meaningful way; (3) work motivation exerts a strong positive influence on employee performance; and (4) work motivation serves as a crucial intermediary variable, bridging the link between workload and performance outcomes. These insights imply that increased workload tends to diminish work motivation, subsequently leading to a decline in performance. Therefore, it is crucial for village leaders to ensure equitable workload distribution and provide sufficient motivational support to enhance the performance of village officials.

1. Introduction

1.1 Background

Every organization is required to optimize its human resources and manage them effectively. The management of human resources is closely linked to the employees, who are expected to perform well and contribute optimally to the organization's goals. Employees are considered the primary an organization's asset and serve a strategic function as strategists, planners, and overseers of organizational operations. operations rely heavily on human capital as their foundational resource, where optimal employee contribution is essential for attaining institutional goals. Various elements may impact workforce productivity, notably task demands and motivational drivers.

Performance is a reflection of employees' work attitudes, where exceptional performance is driven by motivation and a stable workload. According to insights As provided by the chief official of

the Grabag sub-district several employees, there has been a noticeable decline in performance due to employees working beyond their designated hours. If this situation persists, it will likely lead to further deterioration in performance. The decline in employee performance is associated with the workload stemming from the simultaneous completion of multiple tasks. As the number of tasks increases, the quality and overall performance of employees tend to decrease.

In addition to performance issues, work motivation has emerged as a significant challenge in the current context. Motivation is often linked to employee performance. The encouragement provided by supervisors and colleagues plays a crucial role in fostering a positive work spirit. Employees with high levels of motivation tend to deliver more optimal performance, whereas those with low motivation may lack enthusiasm, leading to a decline in their overall performance. One effective way to enhance motivation is through recognition and rewards given to village staff in the Grabag sub-district. This is consistent with the findings of [2], which illustrate that employees' performance levels tend to improve significantly when their motivation to work is high.

A good worker is one who can complete tasks within the set deadlines. However, challenges arise when assigned tasks remain unfinished, and new responsibilities are added. The lack of human resources in task management contributes to employee fatigue, which can lead to increased workload and potential work-related stress. In the Grabag sub-district, the workload of village staff is exacerbated by a limited number of personnel and insufficient funding from the local government for ongoing activities. Due to these budget constraints, employees are pressured to complete their work before the established deadlines. This situation is consistent with research conducted by [3], which indicates that excessive workload negatively impacts employee performance.

The relevance of this topic is particularly significant in the government sector, which features a complex organizational structure and a high workload. Village staff play a crucial role in assisting the village head with governance, development, and community services at the local level. This research focuses on the village employees, including the personnel within the Grabag sub-district include the Village Secretary, Head Affairs, Head Section, and Head Hamlet, amounting to a total of 376 individuals.

Although the village government has implemented the established operational activities, several issues persist in practice, including: (1) An excessive workload assigned by supervisors, leading to situations where employees procrastinate, resulting in a backlog of tasks with tight deadlines. (2) A lack of work motivation provided by superiors to their subordinates, such as employees not receiving incentives or rewards from their managers. (3) The funding received from the local government is very limited, which places pressure on employees to complete their tasks on time. These issues can hinder the optimization of human resource potential and reduce employee performance levels. Therefore, a scientific study is needed to examine whether workload affects performance, mediated by work motivation, particularly in the context of the village government sector in the Grabag sub-district.

Drawing upon the preceding background discussion, the hypothesis proposed is as follows:
1. H1: An excessive workload has been found to hinder the job performance of village staff within the Grabag sub-district.
2. H2: An increased workload contributes positively to the motivation levels of village staff in the Grabag sub-district..
3. H3: The performance of village employees in the Grabag sub-district improves as a result of heightened work motivation.
4. H4: Among village staff in the Grabag sub-district, workload contributes to improved job performance, with work motivation functioning as an intermediary variable.

1.2 Statement of the Problem

Earlier studies have demonstrated a substantial link between workload and employee performance, though the findings remain inconsistent. For instance, evidence from [4] and [5] supports the idea that increased workload leads to improved performance outcomes. On the other hand, research cited in [6], [7], and [8] reports that workload exerts a minimal or even adverse influence on performance levels. Furthermore, while [9] found a significant and positive correlation between workload and work motivation, [3] reported the opposite—indicating a strong negative association between the two. In terms of motivation's role, [2] suggests it enhances employee performance, yet findings from [10] show a significant negative relationship. Lastly, [11] provides insight into how workload positively impacts performance through the mediating role of work motivation.

This highlights ongoing ambiguity regarding effects regarding the impact of workload on employee performance, especially when work motivation serves as an intervening variable, especially in the context of village government sectors. The village government in the Grabag sub-district is a public service organization that has adopted established operational procedures. However, several challenges still need to be addressed in practice, including:

1. The workload assigned by supervisors is excessive, as evidenced by employees who procrastinate, leading to a backlog of tasks with tight deadlines. Additionally, some employees take work home to meet deadlines, and there are instances of staff taking on responsibilities outside their designated job descriptions.

2. There is a lack of work motivation provided by supervisors, which is reflected in employees not receiving incentives or rewards for their efforts.

3. The budget allocated by the local government is quite limited, which places pressure on employees to complete their tasks in a timely manner.

These issues highlight a gap between the implementation of programs and the expected outcomes, as well as a lack of focused research examining the influence of workload in relation to employee performance, where work motivation plays a mediating role particularly among village officials in the Grabag sub-district. Hence, this research seeks to bridge the existing gap in knowledge by concentrating on the following aspects:

1. Does workload have an impact on employee performance?
2. Does workload influence work motivation?
3. Does motivation affect employee performance?
4. Does workload affect employee productivity when influenced by work motivation as a mediating factor?

This research seeks to provide evidence-based understanding establish a basis for informed decision-making to enhance the human resource development system within village government organizations.

1.3 Objectives and Scope

This research is intended to explore and clarify how workload influences employee performance, taking into account the mediating role of work motivation. In particular, this study sets out to achieve the following objectives:

1. To examine how workload correlates with the job performance of village personnel in the Grabag sub-district.

2. To investigate how workload impacts the motivation levels of village personnel in the Grabag sub-district

3. To evalue how work motivation contributes to the job performance of village personnel in the Grabag sub-district.

4. To explore the effect of workload on employee performance, considering work motivation among village officials in the Grabag sub-distract as an intervening variable.

The scope of this research is limited to the Grabag sub-distract, focusing specifically on village officials withis this area. The study address the issue of how how workload impact Employee performance, influenced indirectly through the mediating role of work motivation.

2. Literatur Review
2.1 Related Work
A variety of studies have explored the connection between workload and performance, especially considering work motivation as a mediating variable. Findings from [6] suggest that workload shows no substantial effect on performance outcomes. finding suggests that a lower workload for employees correlates with higher performance levels within the Regional Government Secretariat of Tabanan Regency. In contrast, a study conducted by [4] emphasizes the importance of teachers managing their workload to work effectively within their capabilities. This requires a supportive work environment to achieve optimal performance. Additionally, research by [9] demonstrates a positive relationship between workload and work motivation, indicating that as workload increases, so does work motivation.

2.2 Research Gaps
Although numerous studies have been carried out by earlier researchers, there are still several gaps this research seeks to address a gap that has received limited attention in previous studies. The primary focus is to explore how workload affects the performance of village officials in the Grabag sub-district, particularly by considering work motivation as a mediating factor an area that remains underexplored in existing literature. Additionally, this study integrates work motivation as an intermediary variable to better understand its role in the relationship between workload and employee performance, which has not been utilized in prior research. Third, the methodology employed includes surveys and interviews, utilizing a set of questions structured as a questionnaire. Lastly, this research does not limit itself to a select few employees; instead, it encompasses the entire population of village officials, with a sample size of 194 respondents from the Grabag sub-district.

3. Methodology
This study adopts a quantitative method alongside a case study framework to examine how workload influences the performance of village officials, considering work motivation as a mediating factor in the Grabag sub-distric Grabag sub-district. Data analysis is performed using Partial Least Squares (PLS) to evaluate the relationships between the independent and dependent variables. Primary data is collected through interviews with the head of the Grabag sub-district. and various employees to obtain pertinent information about the organization. Respondents are chosen using Cluster Random Sampling, a technique appropriate for large populations, such as those found in a country, province, or district. Validity and reliability assessments are conducted to ensure the effectiveness of the data collection tools. Through this methodology, the study aims to deliver precise findings that can inform managerial decision-making for village officials in the Grabag sub-district.

3.1 Data Collection
Primary data for this study was obtained directly from respondents by distributing questionnaires to village officials in the Grabag sub-district. The data collection approach involves a survey utilizing a closed-ended questionnaire designed around the indicators for each research variable: workload (x), work motivation (m), and performance (y).Out of a total population of 376 individuals, a sample of 194 participants was chosen to represent the entire employee cohort. The data collection process involved administering the questionnaires directly to respondents at their workplaces, while ensuring compliance with research ethics and maintaining the confidentiality

of the respondents' personal information.

3.2 Analysis Techniques
a. Validity Test
The validity test is employed to evaluate the effectiveness of a questionnaire. According to Sugiyono (2019:176), validity refers to the ability of a measurement tool to accurately measure what it is intended to assess. This evaluation of validity utilizes the Product Moment correlation method. A statement is considered valid if the Pearson Correlation coefficient exceeds 0.3 (Sugiyono, 2019:180).

b. ReliabilityTest
Reliability, as defined by Sugiyono (2019:176), refers to the extent to which measurement results using the same object yield consistent data. The reliability measurement is conducted using the Cronbach Alpha statistical test, with a threshold of $\alpha > 0.70$ indicating acceptable reliability.
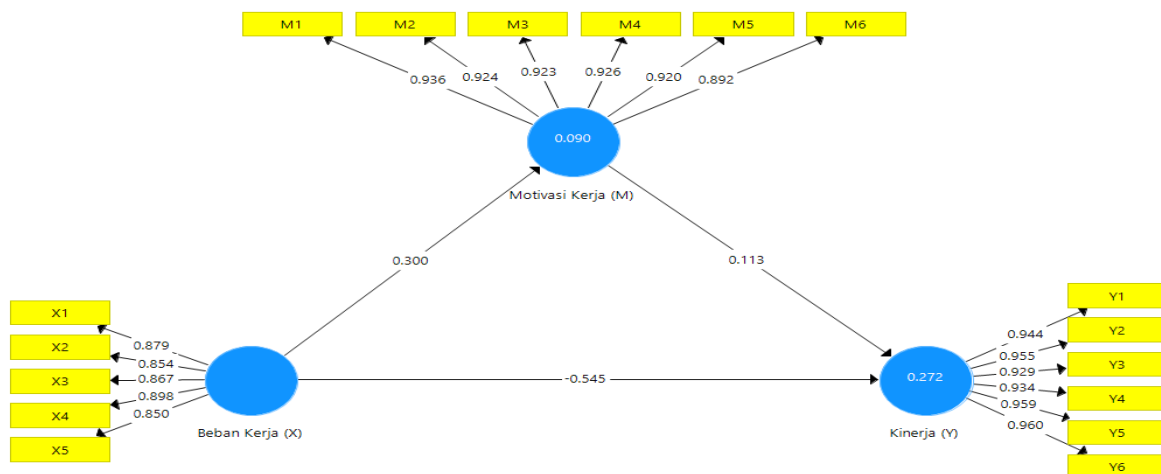
4. Results and Discussion
This study utilizes the *Partial Least Squares (PLS)* approach, which is based on *Structural Equation Modeling (SEM),* allowing for the concurrent assessment pf measurement and structural components. Hypothesis testing is performed using SEM through the *SmartPLS* 3.0 application. The evaluation process of the PLS approach encompasses the analysis of both the measurement (outer) and structural (inner) models. According to [12], the outer model is assessed to ensure the reliability and validity of constructs, using indicators such as convergent validity, discriminant validity, and composite reliability. Meanwhile, the inner model is examined to understand the relationship between latent constructs, utilizing R-Squared values and hypothesis testing.

The steps involved in conducting an analysis using PLS are as follows:
1. **Measurement Model Analysis (Outer Model)**
   The research framework establishes interconnections between latent variables through systematic design. Construct validity and reliability assessments are methodically presented in the subsequent measurement model evaluation:

a. Convergent Validity Test
One important criterion to consider is that high results should correlate with loading factor values exceeding 0.70.
Table of Convergent Validity Test Results

	Workload (X)	Performance (Y)	Work Motivation (M)
M1			0.936
M2			0.924

M3			0.923
M4			0.926
M5			0.920
M6			0.892
X1	0.879		
X2	0.854		
X3	0.867		
X4	0.898		
X5	0.850		
Y1		0.944	
Y2		0.955	
Y3		0.929	
Y4		0.934	
Y5		0.959	
Y6		0.960	

	Average district variance (AVE)	AVE Value Conditions
Workload (X)	0.756	
Performance (Y)	0.897	> 0.5
Work Motivation (M)	0.847	

Based on the table, it is evident that all indicator outer loading scores exceed 0.7, and the Average Variance Extracted (AVE) values for each variable are above the 0.5 threshold. These results indicate that each variable demonstrates robust discriminant validity. As a result, all indicator items can be considered valid, as they meet the criteria for convergent validity, allowing for the continuation of further analysis.

b. **DiscriminantValidity**

To assess discriminant validity, cross-loading values are examined to ensure they remain below 0.7, and the square root of the AVE for each construct is compared using the Fornell-Larcker criterion.

Cross Loadings

	Workload (X)	Performance (Y)	Work Motivation (M)
M1	0.288	-0.026	0.936
M2	0.243	0.062	0.924
M3	0.307	-0.147	0.923
M4	0.320	-0.089	0.926
M5	0.203	-0.003	0.920
M6	0.255	-0.017	0.892
X1	0.879	-0.433	0.285
X2	0.854	-0.425	0.220
X3	0.867	-0.461	0.250
X4	0.898	-0.490	0.284
X5	0.850	-0.405	0.262
Y1	-0.480	0.944	-0.072

Y2	-0.451	0.955	-0.011
Y3	-0.492	0.929	-0.056
Y4	-0.516	0.934	-0.066
Y5	-0.481	0.959	-0.045
Y6	-0.476	0.960	-0.035

The results from the Cross Loading analysis indicate that the loading factor values for each variable are greater than their respective cross-loading values. Consequently, this demonstrates that all indicators for the variables utilized in this study are considered valid.

Fornell Lacker

	Workload (X)	Performance (Y)	Work Motivation (M)
Workload (X)	0.870		
Performance (Y)	-0.511	0.947	
Work Motivation (M)	0.300	-0.050	0.920

c. Composite Reliability

In SEM-PLS analysis, a construct is considered reliable when its composite reliability value exceeds 0.6 and its Cronbach's Alpha value is greater than 0.7. The findings from the composite reliability assessment are presented in the table below:

	Cronbach's Alpha	*Composite Reliability (rho_A)*	*Composite Reliability (rho_c)*
Workload (X)	**0.919**	**0.922**	**0.939**
Performance (Y)	**0.977**	**0.977**	**0.981**
Work Motivation (M)	**0.964**	**0.980**	**0.971**

The table shows that All variables show Composite Reliability scores exceeding 0.7, with Cronbach's Alpha values also indicating acceptable internal consistency also surpass 0.7. This confirms that the reliability standards have been satisfied.
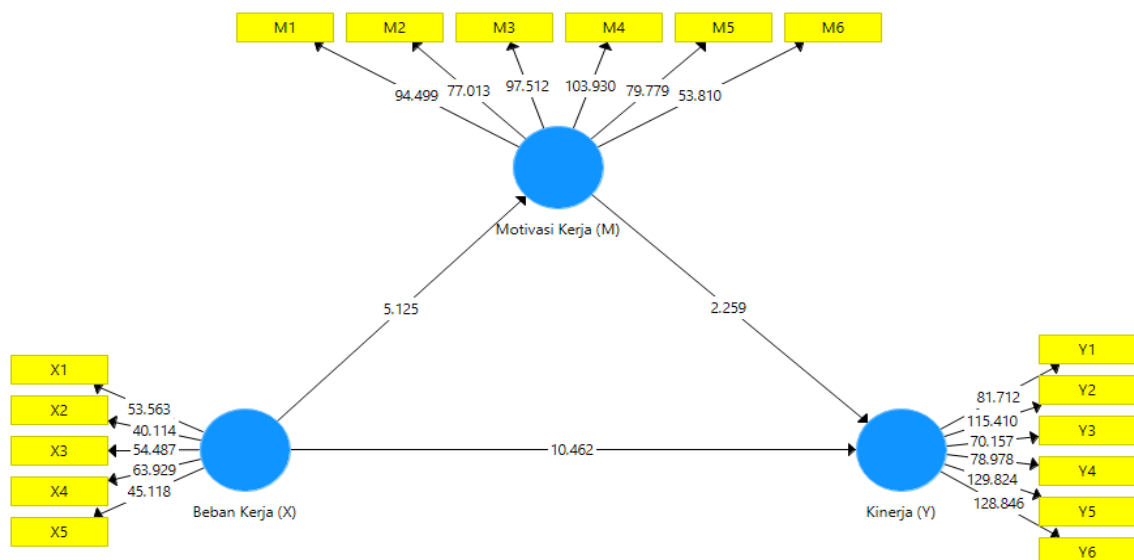
2. Structural model analysis (Inner Model)

Figure Results of Hypothesis Testing (Bootstrapping)

a. **R-Squares**

	R Square	Adjusted R Square
Performance (Y)	0.272	0.265
Work Motivation (M)	0.090	0.085

For the performance variable (Y), the R-Square value is 0.272, indicating a weak effect. This suggests that 27% of the performance variable (Y) can be influenced by workload (X) and work motivation (M), Meanwhile, the remaining 73% is the R-Square value for the work motivation variable (M) is 0.090, suggesting that the workload variable (X) explains only 9% of the variance in work motivation. The remaining 91% is likely influenced by other factors that were not included in the current research model.

b. **SignificanceTesting**

In the bootstrapping resampling technique utilized in this study A hypothesis is deemed to be supported when the t-value exceeds 1.96 and the corresponding p-value falls below the threshold of 0.05. Conversely, if these conditions are not met, the hypothesis is considered rejected (Ghozali, 2021:75).

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (| O/STDEV |)	P Values
Workload (X) -> Performance (Y)	-0.545	-0.549	0.052	10.462	**0.000**
Workload (X) -> Work Motivation (M)	0.300	0.303	0.059	5.125	**0.000**
Work Motivation (M) -> Performance (Y)	0.113	0.113	0.050	2.259	**0.024**

Based on the table above, the relationships among the research variables can be described as follows:

1. The first hypothesis (H1) is confirmed, demonstrating that workload negatively and significantly impacts performance, evidenced by a path coefficient of (-0.545) and a p-value of (0.000 < 0.05). This indicates that a rise in workload is associated with a decline in work motivation.
2. The second hypothesis (H2) is validated, indicating that workload has a positive and significant effect on work motivation, as reflected by a path coefficient of (0.300) and a p-value of (0.00 < 0.05. This suggests that an increase in workload is likely to boots work motivation.
3. The third hypoyhesis (H3) is upheld, showing that work motivation positively and significantly influences performance, as evidenced by a path coefficient of (0.113) and a p-value of (0.024 < 0.05). This indicates that an increase in work motivation is likely to result in enchanced performance.

Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (| O/STDEV |)	P Values
Workload (X) -> Work Motivation (M) -> Performance (Y)	0.034	0.034	0.017	1.997	**0.046**

The fourth hypothesis (H4) is affirmed, suggesting that work motivation acts as a significant mediator in the relationship between workload and performance, as indicated by a path coefficient of (0.034) and a p-value of (0.046 < 0.05).

5. Discussion

5.1 Comparison with Previous Research

The findings of this research indicate that workload positively and significantly influences employee performance when mediated by work motivation. This aligns with previous studies conducted by [13], which also found that workload has a positive and significant effect on employee performance through the mediation of work motivation. This study contributes to the existing body of literature by specifically examining village officials in the Grabag District, exploring how workload impacts employee performance with work motivation serving as a mediating variable.

5.2 Limitations

The researcher has set specific boundaries for this study:

1. The study was carried out in the Grabag district.

2. The participants in this research are solely village officials from the Grabag district.

3. The investigation specifically examines the effect of workload on employee performance, with work motivation serving as a mediating factor.

5.3 Future Research

This research aims to provide a basis for future investigations in the realm of human resource management. Future studies should incorporate a wider array of variables to produce more thorough results and further enhance the understanding of this field.

6. Conclusion

The purpose of this research is to assess human resources among village officials in the Grabag district by examining how workload impacts employee performance, where work motivation functions as a mediating factor. The primary challenges faced by these village officials include a heavy workload that demands adherence to strict deadlines, inadequate motivation from superios such as the absence of incentives or reward and limited financial support from the local government, which requires the timely execution of their responsibilities.

The study adopts a quantitative methodology by implementing surveys and atandardized questionnaires for data gathering. The findings indicate that workload exerts a positive and statistically significant influence on employee performance when mediated by practices at the study location, especially in understanding how workload and performance are interconnected through the mediating role of work motivation among village staff in the Grabag district. Additionally, this study may serve as a usefull foundation for subsequent research exploring human resource strategies across different institutions or business sectors.

7. Recommendations

Based on the outcomes of this research, it can be inferred that findings on the effect of workload

on employee performance, with work motivation serving as a mediating factor, the following recommendations are put forward:

a.Workload

The village government is encouraged to reduce the excessive workload placed on employees to prevent them from experiencing fatigue due to high demands. By managing workloads more effectively, employee performance can be maintained and improved, ensuring that staff do not feel overwhelmed by their responsibilities.

b. WorkMotivation

The village government is urged to enhance motivation among employees to encourage them to perform at their best in achieving organizational goals. This can be accomplished by offering incentives or rewards when employees successfully complete their tasks, fostering a more engaged and productive workforce.

c. EmployeePerformance

The village government is expected to enhance employee performance by reducing the workload assigned to staff and providing adequate motivation. By creating a more balanced work environment and fostering enthusiasm among employees, the organization can better achieve its objectives.

Attachment

A. **Questionnaire**

The questionnaire serves as a research tool comprising a series of questions designed to systematically gather information from participants. It is commonly utilized to collect data on opinions, attitudes, behaviors, or demographic characteristics for subsequent analysis.

Questionnaire Table

1. Workload (X)

No	Statement	Answer Question				
		SS	S	KS	TS	STS
		5	4	4	2	1
1	The targets set by the village office are sometimes communicated on short notice, leaving little time for preparation.					
2	I am capable of completing tasks in accordance with the assigned targets.					
3	I have been assigned to a position that aligns with my skills and expertise.					
4	My job requires significant effort to accomplish effectively.					
5	If there are tasks that I have not completed, I often stay late at the office or take work home to finish it.					

2. Work Motivation (M)

No	Statement	Answer Question				
		SS	S	KS	TS	STS
		5	4	4	2	1
1	I am driven to work at the village office to fulfill my essential needs, including food, beverages, housing, clothing, and other necessities.					

2	I am motivated to work because the village office provides assurances of safety and health in the workplace.					
3	I am able to communicate effectively with my fellow employees.					
4	I am capable of performing my tasks collaboratively as part of a team.					
5	I receive recognition from my superiors when I successfully complete my tasks.					
6	In addressing issues, my supervisor acts wisely when making decisions.					

3. Performance (Y)

No	Statement	Answer Question				
		SS	S	KS	TS	STS
		5	4	4	2	1
1	I am able to complete my work thoroughly and with great attention to detail.					
2	I am capable of meeting the targets set by my supervisor.					
3	I consistently complete my tasks on time.					
4	I am able to work effectively as part of a team to accomplish tasks.					
5	I carry out my tasks in a cost-effective manner.					
6	I perform my duties while fostering harmony and collaborating effectively with my colleagues.					

B. Population and Sample

No.	Village or Subdistrict	Total Population Count	Sample Size
1.	Harjobinangun	15	$\frac{15}{378} \times 194 = 8$
2.	Patutrejo	13	$\frac{13}{378} \times 194 = 7$
3.	Ketawangrejo	20	$\frac{20}{378} \times 194 = 10$
4	Munggangsari	11	$\frac{11}{378} \times 194 = 6$
5.	Kertojayan	11	$\frac{11}{378} \times 194 = 6$
6.	Pasaranom	13	$\frac{13}{378} \times 194 = 7$
7.	Ukirsari	12	$\frac{12}{378} \times 194 = 6$
8.	Nambangan	15	$\frac{15}{378} \times 194 = 8$
9.	Sumberagung	15	$\frac{15}{378} \times 194 = 8$
10.	Bendungan	12	$\frac{12}{378} \times 194 = 6$
11.	Rowodadi	11	$\frac{11}{378} \times 194 = 6$
12.	Bakurejo	12	$\frac{12}{378} \times 194 = 6$

No.	Village or Subdistrict	Total Population Count	Sample Size
13.	Duduwetan	10	$\frac{10}{378} \, x \, 194 = 5$
14.	Dudukulon	10	$\frac{10}{378} \, x \, 194 = 5$
15.	Rejosari	12	$\frac{12}{378} \, x \, 194 = 6$
16.	Trimulyo	7	$\frac{7}{378} \, x \, 194 = 3$
17.	Tulusrejo	12	$\frac{12}{378} \, x \, 194 = 6$
18.	Tegalrejo	11	$\frac{11}{378} \, x \, 194 = 6$
19.	Kalirejo	11	$\frac{11}{378} \, x \, 194 = 6$
20.	Wonoenggal	10	$\frac{10}{378} \, x \, 194 = 5$
21.	Banyuyoso	10	$\frac{10}{378} \, x \, 194 = 5$
22.	Grabag	14	$\frac{14}{378} \, x \, 194 = 7$
23.	Aglik	11	$\frac{11}{378} \, x \, 194 = 6$
24.	Roworejo	10	$\frac{10}{378} \, x \, 194 = 5$
25.	Tunggulrejo	12	$\frac{12}{378} \, x \, 194 = 6$
26.	Kedungkamal	11	$\frac{11}{378} \, x \, 194 = 6$
27.	Sangubanyu	14	$\frac{14}{378} \, x \, 194 = 7$
28.	Dukuhdungus	11	$\frac{11}{378} \, x \, 194 = 6$
29.	Tlepokwetan	10	$\frac{10}{378} \, x \, 194 = 5$
30.	Tlepokkulon	8	$\frac{8}{378} \, x \, 194 = 4$
31.	Kumpulrejo	12	$\frac{12}{378} \, x \, 194 = 6$
32.	Kese	10	$\frac{10}{378} \, x \, 194 = 5$
	Total	376	194

Source: Processed primary data (2025)

Acknowledgment

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