
THE ROLE OF ORGANIZATIONAL CULTURE IN INFLUENCING EMPLOYEE PERFORMANCE: EMPIRICAL RESEARCH AT PT KAYULAPIS INDONESIA

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Abstract

This research aimed to examine the influence of workload and motivation on employee performance, with organizational culture serving as the moderating factor. In order to achieve the aim, an analysis was conducted using a quantitative method on a sample size comprising 133 employees from the jumbo veneer production line of PT Kayulapis Indonesia. Data was collected through the distribution of questionnaires, which were compiled using a Likert scale with 5 (five) alternative answers. Furthermore, the research instruments were tested for both validity and reliability and the

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analytical tools adopted in the context of the investigation comprised multiple regression. The results showed that both workload and motivation positively influenced employee performance. It was also observed that organizational culture effectively moderated the influence of workload and motivation on employee performance. The results provided empirical evidence, which emphasized the role of organizational culture in strengthening the influence of workload and motivation on improving employee performance.

Key Words

Employee performance; motivation; organizational culture; workload; quantitative method.

INTRODUCTION

Human resources is a very important element, specifically when considering organizational efforts toward the attainment of set goals. In accordance with this statement, Akinyele (2007) conducted an investigation where the substantial importance of human assets in the 21st century was emphasized. Another previous research asserted that management practitioners consider this form of resource as the most invaluable and volatile for any organization (Amha & Brhane, 2020). As observed, the effective and efficient use of human, material, financial, and information resources leads to the attainment of success within an organization (Oshagbemi, 2003). In accordance, it is important to establish that the quality of employees within an organization significantly influences the entire organizational performance. A very critical factor used to determine this quality includes the level of adaptability possessed by the employees to the work environment. As a result, in the current era of Industry 4.0, organizations are compelled to be discerning in the selection of high-quality and competitive human resources, given the strategic role each employee would be playing in the organizational framework.

Ideally, each organization is expected to take immediate steps and make relevant efforts toward the enhancement and cultivation of employee performance in order to actualize set goals. Based on this understanding, it can be concluded that employee performance occupies a very important position in an organizational hierarchy. Generally, the attainment of quality human resources is anchored upon the level of correspondence existing between the workload and capabilities of employees. Organizations usually carry out this activity to foster the augmentation and refinement of employee skills and performance in line with task exigencies and the fundamental priorities or set goals. It is important to also establish that employee performance is susceptible to the influence of workload, and situations where assigned tasks are accompanied by specific completion timeframes. In this situation, the ability of employees to fulfill assigned tasks and adapt

to responsibilities mitigates the transformation of tasks into burdensome workloads. However, failure to meet task requirements leads to the amplification of workload burdens.

In addition to workload, motivation plays a significant role in influencing employee performance. This factor typically creates intense passion driven by interests and aspirations that are aimed at enhancing employee performance. It fosters the development, acceleration, and adoption of attitudes and influences, thereby prompting shifts in behavior toward more favorable actions. It can be concluded that a proper understanding of employee motivation is important for harmonizing employee behavior with organizational expectations, specifically considering how both aspects shape attitudes and, consequently, performance.

Employee performance is simply a combination of effectiveness and efficiency in executing primary tasks, thereby making a substantial contribution to organizational performance. Various research has examined different factors influencing performance, for instance, Mathis & Jackson (2006) elucidated that work design was the primary element influencing employee performance (Mathis & Jackson, 2006). Excessive workload can impede employee focus and undermine performance. As defined by Gibson et al. (2012), issues related to workload are often a result of the assignment of an excessive number of duties and the allocation of insufficient time for the completion of the assigned tasks. According to Robbins et al. (2013), motivation refers to the willingness of employees to give high levels of effort toward organizational goals, contingent upon the capacity of such efforts to satisfy individual needs.

During the course of this investigation, organizational culture was also observed to play a crucial role in achieving shared objectives in an organization. This attribute provides an organization with a distinctive character that sets it apart from others in the same domain. The unique identity also fosters a sense of belonging among members, thereby nurturing loyalty both among the constituents and towards the organization as a whole. As stated by Robbins and Judge (2016), organizational culture represents a collective meaning system adopted by the organization. By leveraging this culture, members of an organization can be organized to collaborate effectively towards common goals, using it as a tool for coordination. In other words, the presence of standards and principles in an organization serves to guide and regulate its employees in pursuit of shared objectives.

The presence of an intact organizational culture fosters a stronger sense of belonging among employees, leading to a greater probability of prioritizing organizational goals and delivering optimum performance. Therefore, instilling organizational culture would typically promote an increased sense of ownership, and in turn, this increased sense fortifies the organization's entire strength. Based on observation, when employees become more deeply integrated into the organizational ethos and are inclined to be wholeheartedly dedicated to the objectives, work performance improves significantly. Therefore, this research aims to explore the ways in which organizational culture moderates the influence of workload and motivation on employee performance.

LITERATURE REVIEW

In the era of Industry 4.0 and economic globalization, business organization is compelled to cultivate competitive advantages to ensure survival and relevance in the market. Central to this effort is the crucial role of human resources, as elucidated by Rich et al. (2010). Competitive advantage, in this regard, hinges on the presence of employees who possess the requisite skills and competencies capable of making substantial contributions to organizational growth and goal attainment (Liao & Chang, 2004). Based on this understanding, organizations are compelled to concentrate on factors that positively enhance employee performance, with the aim of fostering and sustaining a competitive edge in the market (Dahkoul, 2018).

Relationship between workload and employee performance

Workload is invariably a determining factor influencing employee performance. Typically, employees burdened with high workloads often encounter challenges in completing assigned tasks in a designated timeline. This arises due to an imbalance between the mental capacity to process additional resources and the requisite abilities for task completion. When the ability to process additional resources falls short of the demands posed by the assignment, it leads to work overload. Previous research investigating the relationship between workload and employee performance, such as those conducted by Adrianto et al. (2020), Lutvi et al. (2021), and Abdullah and Halik (2023), found a positive and statistically significant effect. However, opposing observations have been made from research conducted by Ibrahim et al. (2022) and Tannady (2023), where no significant influence was found between workload and employee performance. Drawing upon the theoretical rationale underpinning the relationship between workload and employee performance and the observations from previous research, Hypothesis 1 (H1) was formulated as follows:

H1: Workload has a negative influence on employee performance

Relationship between motivation and employee performance

Motivation manifests as an urge that emerges within employees, whether consciously or unconsciously, to pursue an action with a specific objective in mind. Based on this understanding, it can be seen that motivation plays a crucial role in influencing employees' enthusiasm for assigned work, thereby significantly influencing performance. Acting as an active driving force, motivation compels employees to carry out actions aimed at fulfilling personal needs and attaining desired goals, leading to the derivation of satisfaction from performed tasks. Based on observation, this phenomenon yields positive repercussions for organizations, as evidenced by the fact that increased employee motivation correlates with enhanced performance to foster the achievement of organizational success. Several investigations

have been conducted with the aim of exploring the relationship between motivation and employee performance. Some of these investigations include Gitongu et al. (2016), Adrianto et al. (2020), and Harefa and Saputra (2023), all of which identified a positive influence of motivation on employee performance. However, an opposing observation was made by Ibrahim et al. (2022), stating that motivation had no significant influence on employee performance. Drawing upon the conceptual elucidation and theoretical rationale underpinning motivation, in addition to the findings gleaned from previous research, Hypothesis 2 (H2) is formulated as follows:

H2: Motivation has a positive influence on employee performance

The relationship between workload, motivation, and employee performance as a moderator of organizational culture

According to Shahzad et al. (2017), organizational culture encapsulates the shared values and beliefs of employees, which are reflected across all levels of an organization. This notion was further elaborated by Warrick (2017), who emphasized that an organizational environment shapes how members think, behave, and perceive assigned work. Nikpour (2017) defined organizational culture as a composite of beliefs, values, and experiences that manifest in the material arrangements and behaviors of the members of an organization. Furthermore, in organizational culture, distinct manifestations such as innovative and bureaucratic cultures coexist (Tuffaha, 2020). According to Son & Vy (2022), an effective organizational culture serves as a catalyst for inspiring employees toward shared goals and objectives in an organization, thereby harmonizing employee behavior with the organizational strategic trajectory (Son & Vy, 2022). Typically, an innovative culture fosters a creative, results-oriented, and challenging work environment, while a bureaucratic culture embodies organizational structures that are systematic, procedural, and regulated. Both cultures have been observed to thrive in organizations that uphold shared values as an intrinsic part of identity. By cultivating shared values and beliefs in an organizational environment, which, in turn, impacts employee cognition and behavior, organizational culture presents the capability to significantly enhance the influence on employee performance. Based on this observation, Hypotheses 3 and 4 (H3 and H4) can be formulated as follows:

H3: Organizational culture moderates the influence of workload on employee performance

H4: Organizational culture moderates the influence of motivation on employee performance

METHOD

This research is based on motivation theory, which was empirically tested in the context of organizational practice. Therefore, the results obtained from

the present investigation are anticipated to either corroborate and fortify this theory or challenge the validity. In accordance, the exploration was carried out using a combination of primary and secondary data. Primary data, serving as the primary dataset, was directly collected from selected respondents through the distribution of questionnaires aimed at soliciting pertinent information. Meanwhile, secondary data was obtained from external sources beyond the scope of the research object and incorporated to provide comprehensive analytical support.

Sample and procedure

The random sampling method was used in this research with the primary aim of gathering relevant data from employees of PT Kayulapis Indonesia working in the jumbo veneer production line. The research design adopted a cross-sectional method, which included the collection of data at a single point in time. Accordingly, it is important to state that out of 200 employees in the observed section, a total of 133 valid survey questionnaires were distributed and collected in September 2023. The primary data collection method used a questionnaire designed with a 1-5 Likert scale. Meanwhile, secondary data, which was sourced from journals, literature, and other relevant sources, complemented the primary data, providing supplementary knowledge to support the research efforts.

Measures

The initial step in ordinary least squares regression analysis includes determining the measurements of the research variables. Subsequently, the reliability and validity of each construct were assessed. This evaluation comprises examining the internal consistency, reliability, convergent validity, and discriminant validity of each indicator. Table 1 shows the measurement of research variables using a 1-5 Likert scale.

Table 1: Variable measures

Variable	Measures (Question Items)		Scale (Likert) (Score: 1-5)
	Dimensions	Indicator	
Workload (Koesomowidjojo,2017)	1. Working Conditions	a. Work environment	1= strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree
		b. Work equipment	
		c. Work facilities	
		d. Work completion	
	2. Use of Working Time	e. Time left after work	
		f. Work volume	
	3. Targets	g. Work time balance	
Motivation Mc Clelland, 1976)	1. Achievement	a. Desire to achieve	

			b. Recognition of achievements
	2. Affiliate		c. Interaction with coworkers
			d. Interaction with leadership
	3. Power		e. Influence others
			f. Desire to become a leader
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Organizational Culture			
Employee Performance (Mangkunegara, 2017)	1. Quality	a.	Accuracy
		b.	Accuracy
		c.	Skills
		d.	Cleanliness
	2. Quantity	e.	Number of works
		f.	Lots of time
		g.	Reliable
		h.	Following Instructions
	3. Reliable	i.	Be careful and thorough
		j.	Want to collaborate
		k.	Communication
	4. Cooperative Attitude	a.	New thoughts/ideas
Organizational culture (Robbins, 2016)	1. Innovation and risk-taking	b.	Innovation
	2. Attention to detail	c.	Working method
	3. Results orientation	d.	Standards of success
	4. Orientation to individuals	e.	Improved results
	5. Team Orientation	f.	Achieving targets
	6. Aggressiveness	g.	Rewards
	7. Stability	h.	Needs of each employee
		i.	Solidarity
		j.	Team success
		k.	Organizational progress
		l.	Work hard
		m.	Work challenges
		n.	Consistency
		o.	Shared vision

Statistical Tool

This research adopts the concept of pure moderation, solely examining the moderating influence without assuming a direct influence of the moderating variable on the dependent variable. According to a previous investigation, pure moderation simplifies interpretation, as it comprises only the interaction between the independent and moderating variables to be elucidated (Aiken & West, 1991). Furthermore, the analytical tool used for hypothesis testing is ordinary least squares regression analysis, adhering to normality requirements and all classical assumptions. It is also important to establish that the collected data was independent, satisfying the prerequisite for independent responses (Nwanzu & Babalola, 2019).

$$EP = b_{11}WL + b_{12}MTV + e_{11}$$

$$EP = b_{21}WL + b_{22} WL*OC + e_{21}$$
$$EP = b_{31}MTV + b_{32} MTV*OC + e_{31}$$

Here, EP is employee performance, WL is workload, MTV is motivation, and OC is organizational culture.

RESULTS

Respondent profile

The demographic breakdown of respondents shows that the majority were male, comprising 70 individuals, accounting for 52.6% of the sample. Additionally, a significant portion of the respondents had a considerable length of service, with the majority having worked for more than 15 years. In terms of age distribution, 58 respondents, accounting for 43.6% of the sample, were aged over 40 years. This demographic profile showed that a substantial proportion of the observed respondents possess sufficient work experience.

Validity test

Factor analysis was used to conduct validity tests on the variables under investigation, namely workload, motivation, performance, and organizational culture. Based on the analysis, Kaiser-Meyer-Olkin (KMO) values for all variables exceeded 0.5, signifying adequate sample adequacy. Additionally, the loading factor values for each variable were greater than 0.4, confirming the legitimacy and relevance of the analysis.

Table 2: Indicators, loadings and validity

Construct	KMO	Indicator	Loading	Validity
Workload	0.867	WL1	0.843	Valid
		WL2	0.862	Valid
		WL3	0.862	Valid
		WL4	0.861	Valid
		WL5	0.756	Valid
		WL6	0.725	Valid
Motivation	0.868	MTV1	0.862	Valid
		MTV 2	0.885	Valid
		MTV 3	0.785	Valid
		MTV 4	0.841	Valid
		MTV 5	0.901	Valid
		MTV 6	0.778	Valid
Employee Performance	0.875	EP1	0.819	Valid
		EP2	0.882	Valid
		EP 3	0.878	Valid
		EP 4	0.689	Valid
		EP 5	0.710	Valid
		EP 6	0.842	Valid
		EP 7	0.828	Valid
		EP8	0.706	Valid
		EP 9	0.784	Valid

Organizational Culture	0.877	EP10	0.794	Valid
		EP 11	0.809	Valid
		OC 1	0.724	Valid
		OC 2	0.791	Valid
		OC 3	0.821	Valid
		OC 4	0.821	Valid
		OC 5	0.801	Valid
		OC 6	0.617	Valid
		OC 7	0.558	Valid
		OC 8	0.596	Valid
		OC 9	0.750	Valid
		OC 10	0.698	Valid
		OC 11	0.698	Valid
		OC 12	0.820	Valid
		OC 13	0.767	Valid
		OC 14	0.794	Valid
		OC 15	0.747	Valid

Reliability test

Based on the results of the reliability test, all variables under research, including workload, motivation, performance, and organizational culture, had Cronbach's alpha values exceeding 0.7. As a result, it can be concluded that all variables demonstrated high reliability.

Regression test

A regression test was carried out to determine the influence of the relationship between the variables in the model. The strength of this relationship is detailed in Table 3.

Table 3: Regression test results

Equation Model	Adj. R Square	F-test		T-test		Conclusion
		F Statistic	Sig	β	Sig	
EP= b_{11} WL + b_{12} MTV + e_{11}	0.616	107.047	000			Model Fit
Workload on EP				0.606	0.000	Rejected
Motivation on EP				0.233	0.003	Accepted
EP = b_{21} WL + b_{22} WL*OC						
+ e_{21}						
Interaction of Organizational Culture with Workload				0.470	0.019	Accepted
EP = b_{31} MTV + b_{32} MTV*OC				0.834	0.000	Accepted
+ e_{31}						

Model test

The data presented in Table 3 shows that the model test outcomes indicated an Adjusted R Square value of 61.6%. This value signifies a substantial portion of the variance in employee performance being explained by workload and motivation. Additionally, the F test results showed a significance value (sig-F) of 0.000, which is less than 0.05, satisfying the goodness-of-fit requirements for Ordinary Least Squares (OLS) regression analysis.

Hypothesis testing

The analysis result showed that employee performance was positively influenced by workload, with a regression coefficient of 0.606 at a significance level of 0.000. This observation led to the rejection of Hypothesis 1, which stated a detrimental influence of workload on performance. Employee performance was also found to be positively influenced by motivation, as evidenced by a regression coefficient of 0.233 at a significance level of 0.003, leading to the acceptance of Hypothesis 2. Furthermore, the influence of workload on employee performance was effectively moderated by organizational culture, as evidenced by a regression coefficient of 0.470 at a significance level of 0.019, all of which supported the acceptance of Hypothesis 3. Organizational culture, was also found to effectively moderate the influence of motivation on employee performance, with a regression coefficient of 0.834 and a significance level of 0.000, leading to the acceptance of Hypothesis 4.

DISCUSSION

This research investigates the role of organizational culture as a moderator among employees of PT Kayulapis Indonesia to assess the influence of workload and motivation on employee performance. In order to achieve its aim, a regression test was carried out and the results showed a negative correlation between employee performance and workload. This suggests that the performance of an employee would decline proportionally if the assigned workload exceeds the capacity of the individual. These results support the assertion by Gibson et al. (2012) that excess workload is characterized by the assignment of too many tasks and insufficient timeframes to complete the given tasks. Theoretically, the phenomenon implies that an increase in workload leads to a decrease in employee performance, and decreased performance can also be attributed to the increased work stress resulting from excessive tasks. Excessive workload may elicit negative emotional reactions such as headaches, dyspepsia, impatience, as well as physical and mental exhaustion. However, it is also important to establish that an insufficient workload may result in boredom due to a lack of engagement. The results of this research showed a contrary perspective, indicating the role of increased workload in enhancing employee performance. The present observation is supported by the workload indicator with the highest mean, which reflected a safe, comfortable, and conducive work environment. Typically, within a conducive environment, employees do not feel pressured even when facing a workload exceeding the organization's target, specifically when sufficient time is allocated for task completion. The majority of the research respondents, which were aged over 40 years further support these results, as the mature age of the respondents leads to an inherent equipping with deeper knowledge and understanding of the assigned work. The age bracket also showed respondents' commitment to the organization. The obtained results

are in line with previous research conducted by Adrianto et al. (2020), Lutvi et al. (2021), Rusmiyati et al. (2021), Sipayung and Purba (2021), Muslih and Hardani (2022), Abdullah and Halik (2023), Harefa and Saputra (2023), and Usman et al. (2023). However, the findings were inconsistent with those of Tannady (2023) and Ibrahim et al. (2022), where such effects were not observed.

Further analysis was conducted on the collected data with the aim of examining the positive influence of motivation on employee performance. The results obtained from this analysis suggest that employee performance is positively correlated with the level of employee motivation. As a result, it can be inferred that the motivational strategies adopted by organizations prove highly effective in elevating and improving employee performance. Motivation serves as the driving force behind the efforts dispensed by individuals towards the use of inherent skills and potential for the achievement of either personally or organizationally assigned objectives. According to the respondents, an indicator contributing to increased employee motivation in the observed organization is the opportunity to assume a supervisory role. With the ability to influence others, employees can better organize work for each team member, ensuring a balance between available time and target completion. This is evident from indicators receiving low responses, such as excessive demands for employees to undertake diverse tasks. The results of this present research are also consistent with Velu et al. (2015), Gitongu et al. (2016), Festiningtyas and Gilang (2020), Adrianto et al. (2020), Amha and Brhane (2020), Ryandini and Nurhadi (2020), Sipayung and Purba (2021), Usman et al. (2023), Tannady (2023), and Harefa and Saputra (2023), all of which emphasized motivation as a positive influencer of employee performance. However, the investigation conducted by Ibrahim et al. (2022) reported otherwise and contradicted the results of this research.

Following the data analysis, a moderation regression test was carried out during the course of the investigation. The results showed the moderating influence of organizational culture on the relationship between workload, motivation, and employee performance. Organizational culture, which comprises shared values adopted by all employees and served as a behavioral reference to attain organizational goals, was observed to amplify the influence of workload on employee performance. Additionally, this factor functions as a guiding framework that shapes the attitudes and behaviors of employees. The organizational culture emphasized in this research centers on a shared vision in executing duties and responsibilities. With a shared vision, employees can seamlessly fulfill assigned duties, while staying motivated because of the correspondence between personal aspirations and organizational goals. The moderation regression test also showed that organizational culture effectively moderated the influence of motivation on performance. It was found that an improved reward system for employee performance enhances organizational culture.

CONCLUSIONS

In conclusion, this research was carried out with a primary focus on the positive influence of workload and motivation on employee performance, with organizational culture serving as the moderating variable. In order to achieve the aim, stepwise multiple regression analysis was performed, and the results showed empirical evidence of the adverse influence of workload on employee performance, with a substantial correlation between high workload and reduced performance. This influence was further amplified by organizational culture, which was found to reinforce the decline in performance under high workload conditions. Accordingly, the analysis also showed a favorable association between employee performance and motivation, where high motivation levels correspond to increased performance. Based on the observation made, organizational culture reinforced this relationship by enhancing the role of motivation in improving employee performance. These findings corroborated a previous investigation carried out by Rijanti et al. (2020), which further reinforced the conclusions drawn in the current research.

Theoretical contribution

This research enriches the resource management literature, particularly in exploring the intricate relationship between workload, motivation, organizational culture, and employee performance. The investigation was carried out in line with the theory of learning motivation. The theory states that the engagement of individuals in learning activities arises from the desire to attain achievements. This implies that high levels of achievement orientation among employees lead to improved work outcomes and increased performance. It is also important to state that the results resonate with Maslow's theory of human motivation, emphasizing the inherent drive to fulfill various needs as a fundamental influencer of behavior in the workplace.

Limitations and recommendations for future research

This research used online questionnaires for data collection, which might introduce biases in responses. Future research could mitigate these limitations by incorporating interviews to directly engage participants and address shortcomings associated with online systems. Additionally, the scope of the present investigation was limited to employees in the jumbo veneer production line, and this invariably suggests caution in generalizing results to other work sectors. To address the stated limitation, future investigation could explore various occupational groups, by adopting longitudinal research to examine the stability of workload and the **influence** of motivation on employee performance over time. Longitudinal research would also facilitate the exploration of the consistency and stability of organizational behavior, as a moderator influencing employee performance across different time frames.

Practical implications

The results obtained from this research offer valuable practical knowledge for organizations to effectively manage employee workload, motivation, and organizational culture. The findings emphasize the importance of balancing high workloads with adequate rewards in order to sustain employee enthusiasm and enhance performance. Based on the observations made, it is suggested that organizations prioritize efforts to continually motivate employees using relevant rewards to foster morale and productivity. Moreover, a positive organizational culture becomes very important in this aspect, primarily because the factor necessitates stakeholders to regularly communicate the organization's vision, evaluate its implementation, and empower employees to contribute to the realization, regardless of whether the culture leans towards innovation or bureaucracy. A strong organizational culture fosters unity among employees, reinforces desired behaviors, and promotes collaboration toward achieving organizational goals. In summary, this culture serves as a guiding framework that shapes employee attitudes and behaviors. Therefore, by nurturing a conducive culture, organizations can strengthen employee motivation, which would invariably lead to improved performance and organizational success.

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