Mediation Role of Motivation on the Effect of Workload on Productivity in PT. Kurnia Luwuk Sejati

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Abstract

This study aims to analyze the effect of workload on productivity, and motivation as a mediating variable between the two. This research was conducted on employees of PT. Kurnia Luwuk Sejati with a sample of 119 employees. Questionnaires were distributed directly to respondents accompanied by interviews. The data that has been successfully collected from the questionnaire is then analyzed using the Smartpls application with the SEM-PLS method. The results of this study indicate that workload significantly affects productivity, furthermore workload can also affect work motivation, work motivation also has a significant effect on productivity, then motivation successfully mediates the effect of workload on productivity.

I. Introduction

Since the end of 2021 into 2022 in Indonesia, there has been an increase in the price of cooking oil and several other commodities (cnbcindonesia.com). The increase is thought to be due to big players playing with oil prices, so the government immediately responded with a survey task force to traditional markets accompanied by a policy of subsidizing cooking oil to a price of Rp. 14,000 per liter (money.kompas.com). This condition not only has an impact on consumers in general, but also has an impact on palm oil producers, one of which is PT. Kunia Luwuk Sejati which is one of the largest CPO producers in Indonesia. Employees of PT. The KLS we interviewed responded to the policy that there were increasing demands for productivity from the company.

Productivity is a measure of the extent to which an employee is able to complete his work in accordance with the quality and quantity set by the company. The productivity of an employee can be measured from the total output produced by an employee in doing his job. An employee is said to be productive if the employee is able to produce products according to the targets set in the company. In essence, work productivity includes an attitude that always has the view that today's work methods must be better than yesterday's work methods in that the results that can be achieved tomorrow must be more or more quality than the results achieved today (Tohardi, 2002). Productivity is influenced by several factors such as workload.

Workload is a condition of work with job descriptions that must be completed within a certain time limit. The work ability of a worker differs from one another and is highly dependent on the level of skill, physical fitness, age and body size of the worker concerned (Munandar, 2015). As a form of novelty from previous research, the author tries to add a mediating variable in the form of work motivation. Work motivation is a condition that has an effect on generating, directing and maintaining behavior related to the work

environment (Mangkunegara & Prabu, 2001). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Based on a directive from the President of the Republic of Indonesia on October 13, 2021, which said that the government would implement a policy of stopping exports of CPO (Crude Palm Oil) abroad, the president further instructed that CPO should be exported into finished materials such as cosmetics, butter, biodiesel and derivatives. other. The use of oil palm in the economic aspect can be seen in the source of foreign exchange. As the largest foreign exchange earner that can increase farmers' income. Not only palm oil players, economic "cake" is also given to non-palm oil players who provide goods or services needed around oil palm plantations. PT. Kurnia Luwuk Sejati (PT. KLS) is one of the palm oil plantation companies in Indonesia that is the foundation of the community's economy, especially in the east of the island of Sulawesi. The company, which is owned by a local entrepreneur, is located in Toili District, Banggai Regency, Central Sulawesi. This company which is engaged in oil palm plantations absorbs a lot of labor from the communities around the plantations. It was recorded that until the end of 2021, there were 7,214 Plasma Smallholders who became partners of PT. KLS. The number is spread in Baturube 956 farmers, Pandauke 1,411 farmers, Ps. Lamba is 2,296 farmers, Bantayan is 302 farmers and Toili is 2,249 farmers (suryametro.id).

Based on the above conditions, the researcher has supporting data based on the results of interviews from several workers at PT. KLS they agreed that with the above policy, domestic CPO production would continue to be increased so that employees were required to have high productivity, as a result of these demands, the workload increased.

In addition to the above phenomena, researchers also still found several previous studies that had inconsistent results which at the same time became research gaps, such as research from (Trisnawaty & Parwoto, 2021) found that workload can affect work productivity, in contrast to the results of research from (Azwar & Siswanto, 2015; Jumantoro et al., 2019) who found that productivity was not affected by workload. The difference in the results then becomes a gap that needs to be filled, so this study tries to fill that gap.

This research is supported by several previous studies from (Ariani et al., 2020) who found that higher workloads can reduce productivity levels, further research from (Hardono et al., 2019) found that an increasing workload will reduce employee motivation at work, as well as research from (Mudayana, 2020; Sarwani et al., 2020) found that high motivation significantly increases productivity. In this study, the authors added a motivational mediating variable as a novelty form of previous research.

II. Review of Literature

2.1 Workload and Motivation

Workload is the quantity of work that a person is responsible for (Ardhani & Ratnasari, 2019). Furthermore, the workload according to (Suwatno, 2003) defined as a number of activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit. Based on several definitions of workload above, it can be concluded that workload is a series of activities that must be completed by an organizational unit or position holder within a certain period of time.

Meanwhile, motivation according to (Mangkunegara & Prabu, 2001), explained that psychologically, a very important aspect of work leadership is the extent to which leaders are able to influence the work motivation of their HR so that they are able to work productively with full responsibility. The purpose of motivation is an effort to mobilize human resources so that they can productively achieve the goals desired by the company. Motivation according to (Hasibuan, 2012), interpreted as the whole process of providing motivation to work to subordinates in such a way that they want to work sincerely in order to achieve organizational goals efficiently and economically. More motivation according to (Sedarmayanti, 2018) it is the emergence of behavior that leads to certain goals with full commitment to the achievement of the intended goal.

Several previous studies regarding the effect of workload on motivation have been carried out by (Anita et al., 2013; Hardono et al., 2019) agree that workload can affect employee motivation at work. Thus, the proposed hypothesis is:
H1: Workload can affect work motivation

2.2 Workload and Productivity

Workload is the result of the interaction between the work environment and tasks which are used as skills, perceptions of workers and the workplace. The author explains that workloads are work tasks to be completed with knowledge, skills, and work attitudes in accordance with the time provided (Tarwaka, 2011). Workload is also defined as the difference between the ability of workers and the demands of the job. If the worker's ability is higher than the demands of the job, a feeling of boredom will arise. On the other hand, if the worker's ability is lower than the demands of the job, more fatigue will appear (Widyanti et al., 2010). Thus, the notion of workload is a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time. Nurse workload is all activities or activities carried out by a nurse while on duty in a nursing service unit. Productivity is defined as a comparison between an output and an input and expresses how to use both resources in producing goods and services (Hasibuan, 2010). The author explains that productivity is a comparison between input and output and utilizes all available sources to produce goods or services effectively and efficiently. Several previous studies on workloads that can affect productivity have been carried out by (Ariani et al., 2020; Trisnawaty & Parwoto, 2021). So that the proposed hypothesis is as follows:
H2: Workload has a significant effect on productivity

2.3 Motivation

Motivation is defined as a mental state and human mental attitude that provides energy, encourages activity and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalances (Sastrohadiwiryo & Syuhada, 2021). Furthermore, motivation is an effort to provide incentives to the employee concerned so that the employee works with all his power and efforts (Manullang, 2004). Whereas (Luthans, 2006) said that motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or in other words is an encouragement that is shown to fulfill certain goals. If this value does not occur, it will represent individuals who incur a high level of costs, which is actually against the interests of the organization. Then more (Nawawi, 2001) states that motivation is a condition that encourages or causes a person to carry out an act / activity that takes place consciously.

Employee work productivity is the ability to get the maximum benefit from the available facilities and infrastructure by producing optimal output and input (Simamora, 2004). Productivity is the ability of employees to achieve certain tasks in accordance with standards, completeness, cost, and speed so that efficient and effective utilization of human resources in an organization (Hanaysha, 2016).Work productivity is an important challenge in organizations, especially in managing human resources. The success of the organization depends on the work productivity of employees. Companies definitely want employees who have high work productivity at work. Employee productivity is an important thing that must be given attention, because the main goal in doing work is to get maximum output with minimum cost.

Productivity is defined as an attitude that has the view that the quality of life today is better than yesterday and tomorrow must be better than today, from a technical point of view, productivity is a comparison between the results achieved (output) and the overall resources used, while a measure of the level of efficiency and effectiveness seen from the resources used during production (Ardana et al., 2012). Productive employees have the ability to work, both from their expertise and skills.

Several previous studies on motivation to productivity have been carried out by (Nuraini et al., 2015; Purnami & Utama, 2019; Sarwani et al., 2020) who found that motivation had a partial effect on employee productivity. Thus, the better the motivation and work environment in the company, the better the work productivity of employees will be. Previous research which found that motivation is a mediating variable has been carried out by (Sasmita, 2014).So in this study added motivational variables as a mediation and as a form of novelty from previous research. So the proposed hypothesis is:
H3: Motivation can increase Productivity
H4: Motivation mediates the effect of workload on productivity

III. Research Methods

This study uses a quantitative approach with explanatory research. The variables used are three variables, namely workload, motivation and productivity. The questionnaire uses a Likert scale. Workload is measured using four indicators from (Azwar & Siswanto, 2015) namely physical load, workload and working time. Motivation is measured using 9 measurement scales adapted from (Iskandar & Sembada, 2012). And the productivity variable was measured using 11 scales adapted from (Sanjani et al., 2021).

This research was conducted at a palm oil company, namely PT. Kurnia Luwuk Sejati which is located on Jl. Sam Ratulangi No. 98 Kab. Proud of Central Sulawesi. The sample used was 119 employees based on random sampling technique. Questionnaires were distributed manually to employees as well as interviews. The distribution of the questionnaires was carried out from 6-20 January 2022. Furthermore, the data were analyzed using the Smartpls application with the partial least squared structural equation modeling method. Then in this study, algorithm and boothstrapping tests were carried out which included testing of the outer model and inner model. The outer model includes validity and reliability testing, while the inner model includes hypothesis testing and goodness of fit.

IV. Results and Discussion

4.1 Measurement Model Analysis (Outer Model)

Convergent validity in the PLS was measured by reflective indicators assessed based on the loading factor (correlation between item scores/component scores and construct scores). The indicators that measure the construct with a value > 0.7 (Hair et al., 2015) considered partially significant or the item is acceptable. Based on the results of data testing using algorithm techniques, the loading factor value. Based on table 1 shows that all loading factor values on research items are already above 0.70 so it can be concluded that all items used in this study are valid and meet the criteria. Then the items were tested using average variance extracted (AVE) on each construct. Based on table 1 also shows that the AVE value of each construct is already above 0.50 (Hair et al., 2008) so it can be concluded that there is a good correlation between the indicators and each construct. More detailed results of validity testing can be seen in Table 1 as follows.

Table 1. Validity Test

Variable	Item	Loading Factor	AVE	Result
Workload	WL1	0.764	0.595	Valid
	WL2	0.720		
	WL3	0.806		
	WL4	0.782		
	WL5	0.818		
	WL6	0.733		
Motivation	MO1	0.810	0.589	Valid
	MO2	0.803		
	MO3	0.795		
	MO4	0.732		
	MO5	0.733		
	MO6	0.745		
	MO7	0.719		
	MO8	0.805		
	MO9	0.756		
Productivity	PR1	0.752	0.569	Valid
	PR2	0.749		
	PR3	0.757		
	PR4	0.724		
	PR5	0.730		
	PR6	0.783		
	PR7	0.777		
	PR8	0.826		
	PR9	0.737		
	PR10	0.702		

Source: Data processed, 2021

Then after all the instruments are valid, it is continued with reliability testing. Measuring the reliability of a construct using reflective indicators can be done in two ways, namely Cronbach's Alpha and Composite reliability or often called Dillon-Goldstein's. Cronbach's Alpha measures the lower limit of the real value of reliability on a construct, so it is advisable to use composite reliability, which must be greater than 0.7 even though 0.6 is still acceptable (Hair et al., 2015). More detailed reliability test

Table 2. Reliability Test

Variabel	Cronbachs Alpha	Composite Reliability	Result
Workload	0.864	0.898	Reliabel
Motivation	0.912	0.928	Reliabel
Productivity	0.917	0.929	Reliabel

Source: Data processed, 2021

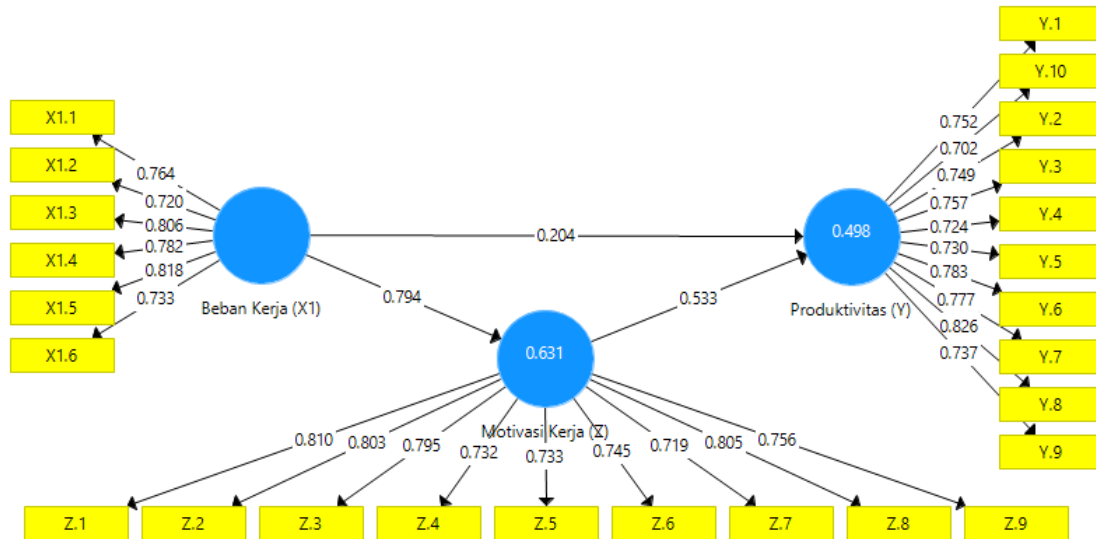**Structural Model Analysis (Inner Model)**

Figure 1. *Structural equation modeling results*
Source: Smartpls research output, 2022

Hypothesis testing in this study can be done by looking at the t-statistical value where the research hypothesis is accepted if the T-Statistic value is > 1.96 and P-Value <0.05 and the hypothesis is rejected if the T-Statistic value is < 1.96 and P -Value > 0.05 (Ghozali and Latan, 2014). Meanwhile, to determine the existence of an indirect effect or indirect effect by looking at if the probability value (p-value) is less than 0.05 and the T-Statistics value is > 1.96, it is known that there is an indirect effect of exogenous variables on endogenous variables through significant mediating variables at the level of 0.05 significance. Figure 1 is the output of the smartpls application which shows the relationship of each variable in this study including 1) the effect of workload on motivation, 2) the effect of workload on productivity, 3) the effect of motivation on productivity, and 4) the role of motivation in mediating the effect of workload on productivity.

Table 3. Direct Effect

	Direct Effect	Sample Mean	T-Statistic	P-Value	Result
H_1	Workload → Motivation	-0.794	-19.580	0.000	Significant
H_2	Workload → Productivity	-0.204	-2.464	0.014	Significant
H_3	Motivation → Productivity	0.533	6.020	0.000	Significant

Source: Data processed, 2022

Table 2 shows that the direct effect on this study can be briefly described that workload has a significant effect on motivation because it has a T statistic value (19,580 > 1.96) and a p value of 0.000 < 0.05. Then workload has a significant effect on productivity because it has a T statistic value (2.464 > 1.96) and a p value of 0.014 < 0.05. Furthermore, motivation has a significant effect on productivity because it has a T statistic value (6.020 > 1.96) and a p value of 0.000 < 0.05. Overall, the hypothesis proposed in this study is accepted.

Table 4. Indirect Effect

Hypothesis	Mediation
	Motivation
Indirect Effect (T-Statistic)	
Workload and Productivity	5.460

Source: Data processed, 2022

Then in indirect testing, it can be seen that in this study added a motivational variable as a mediation as a form of novelty from previous research. In table 3 it is known that the statistical T value is 5.460 > 1.96 and the p value is 0.000 < 0.05. So it can be concluded that the motivation variable successfully mediates the effect of workload on productivity.

After testing the hypothesis, it is continued with testing the goodness of fit (GoF) inner model by looking at the parameters using the R square value. The value of R square on the motivation variable is known to be 0.631 > 0.45 so it can be classified as strong (Hair et al., 2017), This value can be explained that the motivation variable can be explained by the workload variable of 63.1%. Furthermore, the R square value of the productivity variable is 0.498 > 0.45 which is included in the strong classification. This value illustrates that the productivity variable can be explained by the workload and motivation variables of 49.8% while the rest is explained by variables outside this research model.

The first hypothesis shows that the effect of workload on motivation is accepted. This study is in line with several previous studies of (Anita et al., 2013; Hardono et al., 2019) who agree that the increasing workload can reduce employee motivation. Furthermore, the workload is the result of the interaction between the work environment and tasks which are used as skills, perceptions of workers and the workplace. The author explains that workloads are work tasks to be completed with knowledge, skills, and work attitudes in accordance with the time provided (Tarwaka, 2011). Furthermore, the results of this study empirically prove that workload can significantly reduce motivation. Then the second hypothesis is also accepted, which means that workload can also reduce productivity. The higher the workload of the employee, the lower the productivity. The results of this study are in line with previous research from (Ariani et al., 2020; Trisnawaty & Parwoto, 2021) who agree that workload has a significant effect on work productivity.

The third hypothesis in this study is also accepted, namely motivation has a significant effect on employee work productivity. The results of this study indicate that the high motivation of each individual employee makes them able to increase their work productivity. Furthermore, this research supports several previous studies from (Nuraini et al., 2015; Purnami & Utama, 2019; Sarwani et al., 2020) who agree that work motivation can increase employee productivity. Motivation is a process as the first step for someone to take action due to physical and psychological deficiencies or in other words is an encouragement that is shown to fulfill certain goals. If this value does not occur, it will

represent individuals who incur a high level of costs, which is actually against the interests of the organization (Luthans, 2006).

In this study, it was proven that motivation is a mediating variable between the effect of workload on productivity. The added motivation as a mediating variable is a form of novelty or differentiator from previous research, so this study succeeded in proving that high motivation makes the effect of workload on productivity decrease. This means that the high motivation of each employee makes them able to increase their work productivity even though the workload is increasing as well.

V. Conclusion

Based on the results of the testing and discussion above, it can be concluded that workload can have a significant effect on work motivation, then workload also has a significant effect on work productivity, furthermore work motivation also has a significant effect on employee work productivity. Motivation, which is a mediating variable, has been empirically proven to be able to mediate the effect of workload on employee productivity at CPO producing companies in Central Kalimantan. This study also found that strong motivation from each employee was proven to increase work productivity even though the company added the employee's workload. Because the motivation comes from individual employees both in terms of intrinsic and extrinsic, employees feel challenged by the additional workload as a result of the government's policy regarding the export of CPO into finished materials from previously only exporting raw materials in the form of palm oil.

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