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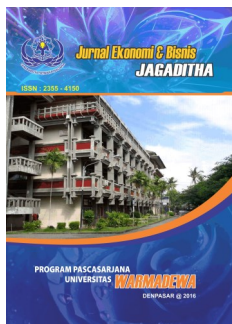
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The Influence of Workload and Job Satisfaction on the Performance of Employees of Perumda Tirta Mangutama Badung District with Work Motivation as Mediation Variables

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Abstract: Employee performance is not yet optimal, seen from the effectiveness of resolving complaints and grievances. Employee performance refers to individual work performance which is regulated based on standards or criteria set by an organization. The aim of this research is to analyze the influence of workload and job satisfaction on employee performance with work motivation as a mediating variable. The population in this study were all permanent employees of Perumda Tirta Mangutama, totaling 293. The sample was determined using the Slovin formula with the sampling technique used was proportional stratified random sampling, so that 75 respondents were obtained. The data analysis method used uses descriptive analysis and inferential analysis using Structural Equation Model-Partial Least Square (SEM-PLS). The research results show that workload has a positive and significant effect on employee performance. Workload has a positive and significant effect on work motivation. Work motivation has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on work motivation. The mediating effect of work motivation shows that work motivation acts as a partial mediator on the influence of workload and job satisfaction on employee performance.

Keywords: Employee performance; job satisfaction; workload; work motivation

Introduction

Perumda Tirta Mangutama Drinking Water, Badung Regency, is one of the Regional Companies under the Badung Regency government and is given the task of providing services, maintenance and distribution of clean water supplies to the wider community, especially in the Badung Regency area. Companies have an important role for the community in their contribution as providers of clean water to meet community needs. To be able to provide good service to the community, it is very important for companies to be supported by qualified human resources. However, in fact the phenomenon in the field shows that every year, there is an increase in the number of complaints from the public. As happened at the beginning of April, there was a case where the water pipe connection from Perumda Tirta Mangutama experienced a leak. The leaking PDAM pipe is located near Dalung Market, Dalung Permai Housing Complex, North Kuta. Previously, at the end of March, service disruptions in the Badung city area also occurred due to work on repairing the bending of the

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dam in Tukad Penet. The affected areas are Legian, Seminyak, Buduk, Tibubeneng, Jalan Pantai Berawa, Perum Canggü, Munggu and surrounding areas (Radarbali.com, 2023). Apart from that, data related to complaints and resolution of customer complaints fluctuates every year. The following is a summary of complaint data and resolution of complaints from Perumda Air Minum Tirta Mangutama Badung Regency customers during the 2019-2022 period, namely as follows.

Table 1. Summary of Complaints and Resolution of Customer Complaints for the 2019-2022 Period

Type of Complaint	Year	Status	
		Finished	Not Handled
Engineering related such as water quality, damaged water meters and leaking channels or pipes	2019	5,180	5
	2020	5,707	61
	2021	5,039	2
	2022	5,009	6
Consumer Service	2019	1,693	12
	2020	2,896	4
	2021	2,108	1
	2022	2,099	8

Source: Perumda Tirta Mangutama (2023)

Based on the data presented in Table 1, it can be seen that the number of complaints experiences significant fluctuations every year. In 2020, the number of complaints reached its highest level, reaching 5,768 cases, with details of 5,707 resolved complaint cases and 61 cases not yet handled. In the 2021 and 2022 periods, the number of resolved complaints tends to increase compared to the previous period, but there are still several complaints that have not been handled, so it can be said that employee performance in providing services to the community is not optimal.

There are problems in dealing with connection pipe leaks, which cause service disruptions to consumers so that increasing customer complaints and complaints about the services provided by the company can cause an increase in workload which, if not handled properly, can give rise to indications of employee performance problems. High workloads due to leaks in connection pipes cause employees to be more easily exposed to stress, thereby reducing the employee's performance.

Apart from that, there has been a change in the organizational structure of the Tirta Mangutama Drinking Water Company, Badung Regency. Changes in the organizational structure of the Tirta Mangutama Drinking Water Company of Badung Regency have been ratified and regulated in Badung Regent Regulation No. 55 of 2021 concerning the Organizational Structure and Work Procedures of the Regional Public Company for Drinking Water Tirta Mangutama as well as Regulations on the Board of Directors of the Regional Public Company for Drinking Water Tirta Mangutama No. 02/PERDIR/PERUMDA/2022 Concerning Responsibilities, Authorities and Duties in the Organizational Structure of the Regional Public Company for Drinking Water Tirta Mangutama. This change will begin to be implemented in 2022. The change in organizational structure has resulted in the formation of several new work units and several employees have experienced job transfers or rotations so that some of them will have a greater workload than before. Apart from increasing the workload of employees, rotation and transfers to new organizational structures will cause employees to have to adapt to new work environments and responsibilities, making it possible for employees to be easily exposed to stress and resulting in decreased job satisfaction. Based on the phenomena that occur, it can be indicated that problems related to workload and job satisfaction can affect the performance of employees of Perumda Air

Minum Tirta Mangutama, Badung Regency.

Workload is a factor that is directly related to employees, so it is important for companies to understand it. Workload is a collection of tasks that must be carried out by an organization or employee within a certain period of time (Irwandy, 2016). Workload is an employee's obligation to the company. Workload is a measure of the limited ability or capacity of the human body needed to carry out certain work (Purbasari & Purnomo, 2019). Ideally, the workload received by a worker is in accordance with his abilities and applicable regulations. Excessive workload (workload) can cause fatigue and work stress in employees which results in reduced job satisfaction and will have an impact on reducing employee performance. Several previous research results regarding the influence of workload on employee performance have produced different findings. The research results of (Najib, 2020; Reinhard, et al, 2017) and (Sutoyo, 2016) stated that workload influences employee performance. However, different results were obtained by (Yustina, et al, 2021) which states that workload has no effect on employee performance.

Apart from workload, one of the factors that influences employee performance is job satisfaction. Job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the results received (Suparyadi, 2015). Employee job satisfaction (job statistics) must be created as well as possible so that employee work morale, dedication, love and discipline increase so that employee performance will also increase. Different findings were also obtained regarding the influence of job satisfaction on employee performance in the research results of (Pila-Ngarm & Siengthai, 2016; Triwahyuni, 2017; Damayanti, et al, 2018) and (Mariyatha, 2023) stating that job satisfaction has a positive effect on employee performance. This is also supported by research conducted by (Funmilola, et al, 2013) stated that job satisfaction has a significant positive effect on employee performance. In contrast to the research results obtained by (Basri & Rauf, 2021; Lestari, et al, 2022) which states that job satisfaction has no effect on employee performance.

The inconsistency of previous research results regarding the influence of workload and job satisfaction on employee performance indicates that there are other variables that influence the relationship between these variables, namely motivation. Excessive workload can cause work stress in employees. However, if employees have high self-motivation and believe in their skills and abilities, they will be able to push the employee out of the pressure of a high workload, which will have an impact on improving the employee's performance. In addition, by fulfilling all the needs or desires of employees, a feeling of satisfaction will be created, so that employees with a high level of satisfaction will be more motivated and can experience an increase in performance. The employee satisfaction factor not only has an impact on service quality, but also on improving the quality of human resources in the company because employees will feel more motivated at work so that they can create a competitive advantage for the company (Lee, et al., 2006).

Work motivation is the driving force that causes employees to want to mobilize their abilities to carry out various activities that are their responsibility in order to achieve organizational goals (Siagian, 2008). An employee's motivation must be high because without high motivation an employee will work poorly and will not be able to produce optimal performance. To obtain optimal performance, government institutions need to understand the bureaucratic reform program for all existing human resources in order to create changes to the government administration system that is good, effective and efficient, so that it can serve the public quickly, precisely and professionally. Previous research by (Nuhujan, 2017; Setiadi, 2022) and (Atika, et al, 2023) stated that work motivation is able to mediate the effect of workload on employee performance. Meanwhile, (Atiyatul's, 2020) research results state that work motivation is able to mediate the influence of job satisfaction on employee performance.

Based on the phenomenon that occurred at Perumda Air Minum Tirta Mangutama Badung Regency regarding employee performance which was not yet optimal, whereas

according to theory and previous research results, performance is influenced by workload, job satisfaction and work motivation, so to be able to improve employee performance it is necessary to re-examine it in relation to the title research, namely "The Influence of Workload and Job Satisfaction on the Performance of Employees of Perumda Air Minum Tirta Mangutama Badung Regency with Work Motivation as a Mediating Variable".

Concept and Hypothesis

Herzberg's Two Factor Theory

Herzberg's Two Factor Theory or often also called the Motivator-Hygiene Theory is a motivation theory put forward by an American psychologist named Frederick Herzberg in 1959 regarding variables that are considered desirable to achieve goals and bad conditions that must be avoided. It is said to be the Two Factor Theory because this theory basically consists of two factors that influence a person's motivation at work, these two factors are the Motivator factor and the Hygiene factor.

This theory was developed by Frederick Herzberg who linked intrinsic factors to job satisfaction and linked extrinsic factors to job satisfaction. Extrinsic factors include wages, job security, working conditions, status, work procedures, quality of supervision and interpersonal relationships between colleagues, superiors and subordinates. Meanwhile, intrinsic factors include achievement, recognition, responsibility, progress, the work itself and the possibility of development.

Employee Performance

Performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as: standard work results, targets or goals or criteria that have been determined in advance and have been mutually agreed upon (Rivai, 2019). (Mangkunegara, 2017), defines employee performance as work performance or work results, both quality and quantity, achieved by employees per unit period of time in carrying out their work duties in accordance with the responsibilities given to them. Employee performance refers to individual work performance which is regulated based on standards or criteria set by an organization. According to Bernardin in (Mangkunegara, 2017), employee performance measurement indicators are measured based on six criteria, namely as follows: quality, quantity, timeliness, effectiveness, independence and work commitment.

Workload

According to (Dhania, 2010) Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Meanwhile, according to the Ministry of Home Affairs No. 12/2008, workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norms. According to (Suntoyo, 2017), workload is a process or activity that is too much and can cause tension within a person. Workload is the average frequency of activities for each job in a certain time (Irwandy, 2016). According to (Munandar, 2013), workload is a condition of work with job descriptions that must be completed within a certain time limit. Workload is the entire composition of work that a person experiences from work that day including organizational, environmental, personal (physical, psychological and psychology) and situational factors (Umansky & Rantanen, 2016). Workload is the volume of work results or records about work results which can show the volume produced by a number of employees in a particular section (Moekijat, 2010). Workload measurement indicators according to (Dhania, 2010) are measured based on the following six criteria:

Physical tasks (work attitudes) are tasks that include work stations, work place layout,

work space conditions, work environment conditions, work attitudes, transportation methods, loads lifted.

Tasks of a mental nature which include responsibility, complexity of work, emotions of workers.

Work organization which includes employee work time and rest time, delegation of duties and authority, and work shifts.

The work environment includes the physical work environment, chemical work environment, biological work environment and psychological work environment.

Somatic factors (health conditions) include gender, age, body size, nutritional status, and health conditions.

Psychological factors include perception, belief, desire and satisfaction.

Job satisfaction

(Robbins & Judge, 2011) define job satisfaction as a positive feeling about a job, which is the impact/result of evaluation of various aspects of the job. According to (Wijono, 2010), job satisfaction is a pleasant feeling that is the result of an individual's perception of completing a task or fulfilling their needs to obtain work values that are important to them. According to (Martoyo, 2000), the definition of job satisfaction is an employee's emotional state in which there is or is not a meeting point between the value of employee remuneration from the company or organization and the level of remuneration value that is desired by the employee concerned. Indicators of job satisfaction according to (Luthans, 2006) consist of five criteria, including: the job itself, salary, promotion opportunities, supervision and co-workers.

Work motivation

Motivation is a change in a person's inner (personal) energy which is characterized by the emergence of feelings and reactions to achieve goals (Murtiyoko, 2018). According to Siagan, it is argued that in organizational life, including working life in business organizations, aspects of work motivation absolutely receive serious attention from managers (Budiman, et al., 2016). An employee who is motivated at work will show a diligent and active attitude at work because he feels satisfied, which will have an impact on improving performance. Indicators of work motivation according to (Afandi, 2018) include the following: adequate remuneration, working conditions, work facilities, recognition or awards, work performance.

Hypothesis

H1: Workload has a significant effect on employee performance

H2: Workload has a significant effect on work motivation

H3: Work motivation has a significant effect on employee performance

H4: Job satisfaction has a significant effect on employee performance

H5: Job satisfaction has a significant effect on work motivation

H6: Work motivation is able to mediate the relationship between workload and employee performance

H7: Work motivation is able to mediate the relationship between job satisfaction and employee performance

Result and Discussion

Structural Model Evaluation

The results of this research obtained an outer loading value above 0.60 after reconstructing the model by removing indicators that had factor loading values below 0.60. This means that indicators that have a value above 0.70 can measure the latent variable well.

The composite reliability and Cronbach alpha values for each construct are greater than 0.70, the work motivation construct has composite reliability and Cronbach alpha values of 0.825 and 0.878. The workload construct has composite reliability and Cronbach alpha values of 0.906 and 0.878. The job satisfaction construct has composite reliability and Cronbach alpha values of 0.867 and 0.805. The employee performance construct has composite reliability and Cronbach alpha values of 0.931 and 0.914. The calculation recapitulation results can be seen in Table 2

Table 2. Structural Model Evaluation Test Results

Construct	Outer Loading	Composite Reliability	Cronbach Alpha	AVE
M 2.1 <- Work Motivation	0.814			
M 2.2 <- Work Motivation	0.752			
M 2.3 <- Work Motivation	0.791	0.825	0.878	0.616
M 2.4 <- Work Motivation	0.702			
M 2.5 <- Work Motivation	0.771			
X 1.1 <- Workload	0.688			
X 1.2 <- Workload	0.711			
X 1.3 <- Workload	0.819	0.906	0.878	0.616
X 1.4 <- Workload	0.819			
X 1.5 <- Workload	0.838			
X 1.6 <- Workload	0.823			
X 2.1 <- Job Satisfaction	0.883			
X 2.2 <- Job Satisfaction	0.774			
X 2.3 <- Job Satisfaction	0.839	0.867	0.805	0.579
X 2.4 <- Job Satisfaction	0.816			
X 2.5 <- Job Satisfaction	0.384			
Y 1.1 <-Employee Performance	0.856			
Y 1.2<-Employee Performance	0.625			
Y 1.3<-Employee Performance	0.773			
Y 1.4 <-Employee Performance	0.942	0.931	0.914	0.634
Y 1.5 <-Employee Performance	0.897			
Y 1.6 <-Employee Performance	0.604			
Y 1.7 <-Employee Performance	0.830			
Y 1.8 <-Employee Performance	0.779			

Source: Calculation Results with the PLS Program

R-Square & Q-Square

The results of calculating the R-Square value as shown in Table 5.13 show that the R-Square value of employee performance is 0.552, which is included in the criteria for a model that is close to strong, meaning that the constructs of workload, work motivation and job satisfaction can explain variations in employee performance of 55.20 percent, whereas the

remaining 44.80 percent is explained by variations in other variables outside the research model. Meanwhile, work motivation has an R-Square value of 0.702, including a strong model, meaning that workload and job satisfaction can explain variations in employee performance of 70.20 percent, while the remaining 29.80 percent is influenced by other constructs that are not analyzed in the estimation model.

Table 3. R-Square Results

Variable	R-Square	R-Square Adjusted
Employee Performance	0.552	0.533
Work motivation	0.702	0.693

Source: PLS calculation results

Table 4. Q-Square Results

Variable	Q2 (1=SSE/SSO)
Employee Performance	0.339
Work motivation	0.395

Source: PLS calculation results

Evaluation of Structural Models via Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the accuracy of the model as a whole, because it is considered to be a single measurement of outer model measurements and inner model measurements. The criteria for whether a model is strong or weak based on GoF measurements according to Wetzels et al (Yamin, 2022), are as follows: 0.36 (GoF large)/ model with high suitability, 0.25 (medium GoF), and 0.10 (GoF small) . Akter et al (2011) suggest a cut off value of 0.36. The GoF formula is $= \sqrt{A.R2 * A.AVE} = \sqrt{0.630 * 0.604} = 0.617$ (R2 is taken from Table 5.13 and the AVE value is from Table 5.12). These results show that the GoF value of 0.617 is a large model, meaning that the model meets the requirements as a fit model.

Path Hypothesis Analysis and Testing

Table 5. Direct Effects

Variable	Original Sample	T statistics	P values	Information
Workload -> Employee Performance	0.532	5,887	0,000	Significant
Workload -> Work Motivation	0.335	4,170	0,000	Significant
Job Satisfaction -> Employee Performance	0.293	2,682	0.009	Significant
Job Satisfaction -> Work Motivation	0.680	9,354	0,000	Significant
Work Motivation -> Employee Performance	0.566	3,726	0,000	Significant

Source: PLS Calculation Results

Table 6. Indirect Effects

Variable	Original Sample	T statistics	P values	Information
Job Satisfaction -> Work Motivation-> Employee Performance	0.385	3,184	0.002	Significant
Workload -> Work Motivation-> Employee Performance	0.189	3,042	0.002	Significant

Source: PLS Calculation Results

Workload (X1) has a positive effect of 0.532 on Employee Performance (Y) and this relationship is significant at the 0.05 level ($p\text{-value } 0.000 < 0.05$ because the T-Statistic value is greater than 1.96, namely 5.887). Based on the description Therefore, hypothesis 1 in the research, namely that workload has a positive and significant effect on employee performance at Perumda Air Minum Tirta Mangutama, is accepted (H1 is accepted).

Workload (X1) has a positive effect of 0.335 on Work Motivation (M) and this relationship is significant at the 0.05 level ($p\text{-value } 0.000 < 0.05$) because the T-Statistic value is greater than 1.96, namely 4.170. Based on this description, hypothesis 2 in the research, namely that workload has a positive and significant effect on work motivation at Perumda Air Minum Tirta Mangutama, is accepted (H2 is accepted).

Work Motivation (M) has a positive effect of 0.566 on Employee Performance (Y) and this relationship is significant at the 0.05 level ($p\text{-value } 0.000 < 0.05$ because the T-Statistic value is greater than 1.96, namely 3.726). Based on the description Therefore, hypothesis 3 in the research, namely Work Motivation has a positive and significant effect on Employee Performance at Perumda Air Minum Tirta Mangutama is accepted (H3 is accepted).

Job Satisfaction (X2) has a positive effect of 0.293 on Employee Performance (Y) and this relationship is significant at the 0.05 level ($p\text{-value } 0.009 < 0.05$ because the T-Statistic value is greater than 1.96, namely 2.628). Based on the description Therefore, hypothesis 4 in the research, namely Job Satisfaction has a positive and significant effect on Employee Performance at Perumda Air Minum Tirta Mangutama is accepted (H4 is accepted).

Job Satisfaction (X2) has a positive effect of 0.680 on Work Motivation (M) and this relationship is significant at the 0.05 level ($p\text{-value } 0.000 < 0.05$) because the T-Statistic value is greater than 1.96, namely 9.345. Based on this description, hypothesis 5 in the research, namely Job Satisfaction has a positive and significant effect on Work Motivation at Perumda Air Minum Tirta Mangutama is accepted (H5 is accepted).

Work Motivation has a positive mediating role of 0.189 in the influence of Workload on Employee Performance and this relationship is significant at the 0.05 level ($p\text{-value } 0.002 < 0.05$) because the T-Statistic value is greater than 1.96, namely 3.042. Based on these results, the nature of the mediation in this relationship is partial mediation, or it can be stated that Work Motivation as a partial mediator on the influence of Workload on the Performance of Employees of Perumda Air Drinking Tirta Mangutama is accepted (H6 is accepted).

Work Motivation has a positive mediating role of 0.385 on the influence of Job Satisfaction on Employee Performance and this relationship is significant at the 0.05 level ($p\text{-value } 0.002 < 0.05$) because the T-Statistic value is greater than 1.96, namely 3.184. Based on these results, the nature of the mediation in this relationship is partial mediation, or it can be stated that Work Motivation as a partial mediator on the influence of Job Satisfaction on the Performance of Employees of Perumda Air Minum Tirta Mangutama is accepted (H7 is accepted).

The Effect of Workload on Employee Performance

The research results found that there was a positive and significant influence between the relationship between workload variables and the performance of Perumda Air Minum Tirta Mangutama employees. This implies that there is a unidirectional relationship between workload and employee performance at Perumda Air Minum Tirta Mangutama. This means that the higher the workload given to employees, the more the employee's performance will increase. Likewise, if the workload given is lower, the employee's performance will also decrease.

The results of this research are in line with the results of research obtained by (Ardhiani & Sitio, 2023) which states that workload is tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce, so the higher

the workload. If given, employees will feel motivated to mobilize all their potential abilities at work and have an impact on increasing productivity and performance of the employee.

From the discussion above, it can be stated that the findings in this research are in line with the research results of (Atika, et al, 2023; Najib, 2020; Setiadi, 2020; Reinhard, et al, 2017) and (Sutoyo, 2016) stated that workload influences employee performance.

The Effect of Workload on Work Motivation

The research results found that there was a positive and significant influence between the workload variable and the work motivation of Perumda Air Minum Tirta Mangutama employees. This implies that there is a unidirectional relationship between workload and work motivation of employees of Perumda Air Minum Tirta Mangutama. This means that the higher the workload given to employees, the more the employee's work motivation will increase. Likewise, if the workload given is lower, the employee's work motivation will also decrease.

The results of this research support the findings obtained by Dhania (2010; 16) which states that workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. An increasingly high workload can encourage employees to hone their skills so they can develop well. Improved abilities will encourage employees to be more comfortable at work and motivated to complete their work on time.

From the discussion above, it can be stated that the findings in this research are in line with the research results of (Nadiaty, et al, 2019; Azhara, 2020; Nurofik & Yuliana, 2022; Herlambang, et al, 2022) and (Setiadi, 2022) stated that workload has a significant effect on employee work motivation.

The Influence of Work Motivation on Employee Performance

The research results found that there was a positive and significant influence between the relationship between work motivation variables and the performance of Perumda Air Minum Tirta Mangutama employees. This implies that there is a unidirectional relationship between work motivation and the performance of Perumda Air Minum Tirta Mangutama employees. This means that the higher the employee's work motivation, the employee's performance will also increase. Likewise, if an employee's work motivation is lower, the employee's performance will also decrease.

The results of this research are also in line with research conducted by (Eric, 2021) which states that an employee who is motivated at work will feel more enthusiastic about increasing their productivity, which will have an impact on increasing the employee's performance. Motivation in employees will improve performance. From the discussion above, it can be stated that the findings in this research are in line with the research results of (Azhariansyah, et al, 2021) stated that positive motivation influences employee performance. Similar results were also found by (Dewi, 2018; Gede & Piartini, 2018; Inando, 2021) and (Darmawan & Tanuwijaya, 2023) who stated that motivation has an effect on increasing employee performance.

The Effect of Job Satisfaction on Employee Performance

The research results found that there was a positive and significant influence between the variable relationship between job satisfaction and the performance of Perumda Air Minum Tirta Mangutama employees. This implies that there is a unidirectional relationship between job satisfaction and the performance of Perumda Air Minum Tirta Mangutama employees. This means that the higher the employee's job satisfaction, the employee's performance will also increase. Likewise, if the employee's job satisfaction is lower, the employee's performance will also decrease.

The results of this research are in line with the findings of (Suparyadi, 2015) which states that job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the results received. Employee job satisfaction (job statistics) must be created as well as possible so that employee work morale, dedication, love and discipline increase so that employee performance will also increase.

The findings obtained in this research support the research results of (Pila-Ngarm & Siengthai, 2016; Triwahyuni, 2017; Damayanti, et al, 2018) and (Novitasari & Putra, 2023) which stated that job satisfaction has a positive effect on employee performance.

The Influence of Job Satisfaction on Work Motivation

The research results found that there was a positive and significant influence between the variable relationship between job satisfaction and work motivation of employees of Perumda Air Minum Tirta Mangutama. This implies that there is a unidirectional relationship between job satisfaction and work motivation of employees of Perumda Air Minum Tirta Mangutama. This means that the higher the employee's job satisfaction, the employee's work motivation will also increase. Likewise, if the employee's job satisfaction is lower, the employee's work motivation will also decrease.

These results are in line with the findings obtained by (Siregar, et al, 2021) which states that job satisfaction will be achieved if employee needs are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from evaluating someone's work or experience. The more employees feel satisfied with their work, the more motivated they will be to work and be loyal to their work and company. The findings obtained in this research support the research results of (Suryawan & Andrew, 2013) and (Atika, et al, 2023) which state that employee job satisfaction has a positive effect on motivation.

The Effect of Workload on Employee Performance with Motivation as a Mediating Variable

Work motivation has a positive and significant mediating role or it can be stated that work motivation is only a partial mediator in the influence of workload on employee performance with a coefficient value of 0.189, a P-Value value of 0.002 less than 0.05 and a T-Statistic value of 3.024 greater from 1.96. Based on the prediction results, the estimate for the interaction effect was 0.189, which is positive but still smaller than the prediction of a direct relationship between workload and employee performance of 0.532. Because the impact on work motivation as a mediator of the workload construct is positive, this research can prove that the workload construct strengthens the position of work motivation as a mediator for strengthening employee performance. That workload can choose two paths (paths) in strengthening employee performance, because the path through mediation is positive, so that both paths through which the workload construct takes place have strategic value in the context of strengthening employee performance.

The Effect of Job Satisfaction on Employee Performance with Motivation as a Mediating Variable

Work motivation has a positive and significant mediating role or it can be stated that work motivation is only a partial mediator in the influence of job satisfaction on employee performance with a coefficient value of 0.385, a P-Value value of 0.002 less than 0.05 and a T-Statistic value of 3.184 greater from 1.96. Based on the prediction results, the estimate for the interaction effect is 0.385, which is positive, although it is still greater than the predicted results of the direct relationship between job satisfaction and employee performance of 0.293. Because the impact on work motivation as a mediator of the job satisfaction construct is positive, this research can prove that the job satisfaction construct strengthens the position of work motivation as a mediator for strengthening employee performance. That job

satisfaction can choose two paths (paths) in strengthening employee performance, because the path through mediation is positive, so that the two paths through which the job satisfaction construct takes place have strategic value in the context of strengthening employee performance.

Implications

Based on the results of data analysis and discussion of research results, several implications were obtained, namely as follows. The performance of Perumda Air Minum Tirta Mangutama employees is determined by factors such as workload, job satisfaction and work motivation. To improve employee performance, it is necessary to divide work according to the employee's abilities and capacities so that in carrying out their work, employees avoid work stress due to high workloads. Apart from that, companies must also pay attention to job satisfaction and motivation of their employees by providing rewards for their employees' performance achievements.

Conclusion

Workload has a positive and significant effect on the performance of employees of Perumda Air Minum Tirta Mangutama Badung Regency. The higher the workload carried by employees, the performance of Perumda Air Minum Tirta Mangutama Badung Regency employees in their work will also increase.

Workload has a positive and significant effect on the work motivation of employees of Perumda Air Minum Tirta Mangutama Badung Regency. The higher the workload carried by employees, the greater the work motivation of employees of Perumda Air Minum Tirta Mangutama Badung Regency for their work.

Employee work motivation has a positive and significant effect on employee performance. The higher the employee's motivation for their work, the performance of the employees of Perumda Air Minum Tirta Mangutama, Badung Regency will also increase.

Employee job satisfaction has a positive and significant effect on employee performance. The higher the employee's job satisfaction with their work, the performance of the employees of Perumda Air Minum Tirta Mangutama Badung Regency will also increase.

Employee job satisfaction has a positive and significant effect on employee work motivation. The higher the employee's job satisfaction with their work, the work motivation of the employees of Perumda Air Minum Tirta Mangutama, Badung Regency will also increase.

Work motivation partially mediates the influence of workload on the performance of employees of Perumda Air Minum Tirta Mangutama Badung Regency. The better the workload management carried out by employees and the high motivation that employees have for their work, the more the performance of employees of Perumda Air Minum Tirta Mangutama Badung Regency will increase.

Work motivation partially mediates the influence of job satisfaction on the performance of employees of Perumda Air Minum Tirta Mangutama, Badung Regency. The more satisfied employees are with their work and coupled with the high motivation that employees have for their work, the performance of employees of Perumda Air Minum Tirta Mangutama Badung Regency will further increase.

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