

The Influence of Organizational Culture & Workload On The Performance of ASN Employees in The Directorate General of Immigration in The Directorate of Visas & Travel Documents With Work Motivation as an Intervening Variable

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ABSTRACT

This study aims to analyze the influence of organizational culture and workload on the performance of ASN employees in the Visa and Travel Documents Directorate of the Directorate General of Immigration, with work motivation as an intervening variable. The approach used is quantitative with a causal-descriptive design, and the entire population of 94 people was sampled through census technique. Data were collected through closed questionnaires and analyzed using the Structural Equation Modeling method with the help of SmartPLS 4.1.1.4. The research results show that organizational culture has a positive and significant impact on work motivation and employee performance, both directly and indirectly. Conversely, workload has a negative and significant impact on work motivation, but does not significantly and directly affect employee performance. Work motivation has been proven to play a significant mediating role in the relationship between organizational culture and performance, as well as between workload and employee performance. The research model has a high goodness of fit value, with strong predictive capability. The research results emphasize the importance of strengthening a positive organizational culture and managing a balanced workload to enhance employee motivation and performance sustainably.

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1. INTRODUCTION

The success of any organization, particularly a public one, depends heavily on its Human Resources (HR). Good human resource management is crucial for the effectiveness and efficiency of an organization's operations, as the success of the agency's tasks heavily relies on the quality, professionalism, and commitment of its employees. Civil Servants (ASN), human resources become a vital element in supporting the administration and development of governance. As a result, organizations

must use work systems that promote the growth of employees' skills, knowledge, and abilities to continually enhance the caliber of their workforce.

The Directorate General of Immigration (Ditjen Imigrasi) is one of the Ministry of Law and Human Rights' major divisions, with a vital role in the administration of immigration activities. The Directorate General of Immigration (Ditjen Imigrasi) is responsible for managing immigration traffic, enforcing immigration laws, and providing services to Indonesian citizens as well as foreign nationals. As the frontline in safeguarding national sovereignty, Ditjen Imigrasi performs functions such as monitoring foreigners, issuing travel documents, and protecting national interests in the field of immigration.

According to the Performance Report Data of the Directorate General of Immigration (2024), the Public Satisfaction Index (PSI) towards the services of the Directorate General of Immigration during the period from 2020 to 2024 shows a tendency of increasing public satisfaction with immigration services, which also reflects the performance of employees in providing public services. In 2020, the IKM was recorded at 3.87 and experienced a slight decrease to 3.86 in 2021, which is suspected to be due to service restrictions caused by the COVID-19 pandemic. However, a significant increase occurred in 2022 with an IKM value of 3.93, indicating the success of the Immigration Directorate General in digital transformation and improving human resource quality. A slight decrease occurred again in 2023 to 3.92, possibly due to a surge in service demand or new policy challenges. In 2024, the IKM reached 3.94, marking the highest achievement in the last five years. This improvement demonstrates the effectiveness of bureaucratic reform, the enhancement of employee professionalism, and the strengthening of public service infrastructure that is adaptive to the needs of the community.

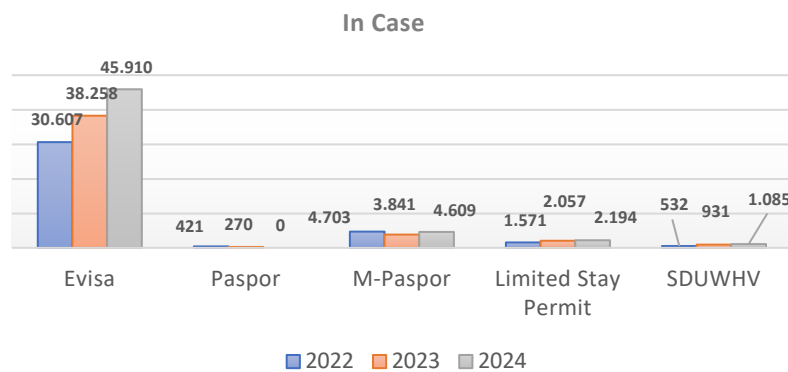


Figure 1. Details of Incoming Complaint Reports for 2023 – 2024
 Source : Performance Report of the Directorate General of Immigration, 2024

The image above illustrates the trend of complaints against immigration services during the 2022–2024 period, focusing on five main categories: Evisa, Passport, M-Passport, Limited Stay Permit, and SDUWHV. The data shows that the highest number of complaints comes from Evisa, M-Passport, and Passport services, which fall under the responsibility of the Directorate of Visa and Travel Documents. The number of Evisa complaints significantly increased from 30,607 cases in 2022 to 45,910 cases in 2024. This reflects the challenges in digitalization and visa service procedures. Conversely, Passport complaints showed a drastic decrease, reaching 0 cases in 2024. This indicates the success of service improvements. Meanwhile, M-Paspor complaints show a fluctuating trend, allegedly due to the limited understanding of the public regarding the use of the application.

The Directorate of Visa and Travel Documents plays a strategic role in the administration of immigration services, particularly concerning the issuance of visas, passports, and travel documents. Complaints data regarding Evisa, M-Paspor, and Passport services remain a primary focus in improving the quality of public services. Complaints related to Evisa show a significant increasing trend from 30,607 in 2022 to 45,910 in 2024, indicating challenges in the implementation of the digital visa system. Conversely, Passport complaints sharply decreased to zero in 2024, reflecting the success of

transforming services to be more responsive and efficient. Meanwhile, M-Paspor complaints have fluctuated, likely due to users' limited understanding of the application.

Based on the Performance Report Data from the Directorate General of Immigration in the Directorate of Visa and Travel Documents (2024) regarding the total complaints related to E-Visa, Passport, and M-Passport services, the complaint resolution rate in the Directorate of Visa and Travel Documents was 86% in 2021. This increased to 89% in 2022 and 90% in 2023. This indicates an improvement in employee effectiveness in handling complaints. However, the decrease to 87% in 2024 suggests a possible imbalance between the volume of complaints and handling capacity, which could negatively impact employee motivation due to increased work pressure.

Referring to Government Regulation Number 30 of 2019, the performance assessment of ASN includes two main components: Employee Performance Targets (SKP) with a weight of 60% and work behavior with a weight of 40%. SKP includes aspects of quantity, quality, time, and cost, while work behavior includes service orientation, commitment, initiative, and cooperation. This assessment serves as the basis for career development, the granting of rewards or sanctions, and the enhancement of employee competencies.

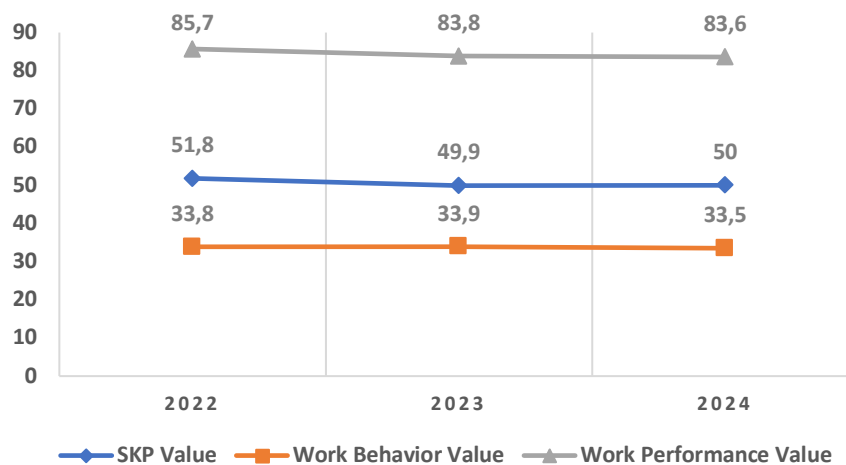


Figure 2. Average Performance Score of ASN Employees at Ditjenim Visa and Travel Document Directorate Field for the Years 2022 – 2024

Source: Internal Data from the Directorate of Visas and Travel Documents, 2024

The average performance of ASN employees in the Directorate General of Immigration, Visa and Travel Document Directorate from 2022 to 2024 has fluctuated, from 86.4% in 2022, decreasing to 83.1% in 2023, and slightly increasing to 83.4% in 2024. The work behavior element also shows a similar trend, with an average score of 84.6% in 2022, rising to 84.8% in 2023, then decreasing to 83.9% in 2024. Overall, the work achievement score, which is a combination of a 60% weight on SKP and 40% on work behavior, has decreased from 85.7% in 2022 to 83.8% in 2023, and 83.6% in 2024. Although still within the "Good" category range of 76 – 90, this consistent decline indicates potential internal issues that need attention, especially in maintaining and improving employee performance sustainably.

The decline in employee performance ratings in the Directorate of Visa and Travel Documents is suspected to be related to an imbalance in workload. The high volume of complaints is not matched by adequate employee capacity, which can trigger excessive work pressure. This affects motivation and, ultimately, leads to a decrease in overall performance value. To improve performance to the "Very Good" category with a score between 91 – 100, serious attention is needed on workload distribution and the work support system.

Employee performance is influenced by internal and external factors. Internal factors include abilities, skills, knowledge, motivation, personality, job satisfaction, loyalty, commitment, discipline, and work enthusiasm. Meanwhile, external factors encompass organizational culture, work environment, leadership, compensation, training, company policies, facilities, and workload [15]. According to Robbins and Judge (2022), individual factors such as cognitive ability, emotional intelligence, and personality significantly determine the extent to which a person can absorb training, respond to work pressure, and work productively in a team.

In the context of external factors, Colquitt et al (2021) emphasize that organizational structure, leadership style, and a supportive work climate greatly influence employee work behavior. An adaptive and collaborative organizational culture has been proven to encourage work engagement and improve overall employee performance [22]. Organizational culture reflects the values, norms, and collective behaviors that shape how individuals work within the organization. A strong organizational culture can strengthen employee relationships with the institution, reinforce the internal social system, and serve as a behavioral control that drives the achievement of the organization's vision and mission.

Another factor is the workload, which refers to the amount of tasks that must be completed within a certain period. An unbalanced workload, whether physical or mental, can reduce productivity, hinder task execution, and even cause health issues. Research by Setiawan et al. (2023) also shows that disproportionate workloads can decrease motivation and work efficiency, making it important for organizations to adjust task volumes to individual capacities and provide adequate psychosocial support.

In addition, work motivation becomes an important internal variable that influences employee morale and productivity. High motivation encourages employees to be more accomplished, disciplined, and result-oriented. Conversely, low motivation can negatively impact overall performance. This is supported by the research of Schunk et al. (2021), which emphasizes that intrinsic motivation and self-efficacy are important predictors of achieving optimal work performance.

2. METHOD

This research uses a quantitative approach with causal and descriptive designs. Because the quantitative method enables researchers to objectively and methodically examine the correlations between variables, it was selected. The causal design is used to determine the influence between independent and dependent variables, while the descriptive design is used to describe the actual conditions of the research object, namely the ASN employees of the Visa and Travel Documents Directorate, Directorate General of Immigration, at the time the research was conducted.

The population in this study consists of all ASN employees working in the Visa and Travel Documents Directorate, totaling 94 people. If the population size is less than 100, the entire population can be used as a sample [1]. This research, then, employs a census approach, using the whole population as a sample.

The data collection technique in this study uses two types of data, namely primary data and secondary data. Primary data is obtained directly through the distribution of closed questionnaires to the respondents. In this questionnaire, respondents are given a number of questions or statements with provided answer choices, so they only need to select the most appropriate answer. Meanwhile, secondary data is obtained through literature study, internal documents, and information searches on the internet relevant to the research topic.

The main instrument in this research is a questionnaire, which according to Sugiyono (2022), is a tool for measuring social phenomena and community behavior. The type of questionnaire used is a closed questionnaire, which contains questions with predetermined answer choices. This facilitates data processing and maintains the consistency of respondents' answers.

The data in this study were analyzed quantitatively and described descriptively, using version 25 of the SPSS program for descriptive statistical analysis, and SmartPLS version 4.1.1.4 for inferential

analysis using the Structural Equation Modeling (SEM-PLS) approach. This study used a reflective model because the variables in this study are considered to reflect the latent construct [5]. SEM testing is conducted in three stages, namely: evaluation of the measurement model (validity and reliability of indicators), evaluation of the structural model (relationship between latent constructs), and hypothesis testing based on t-statistic values and significance (p-value).

3. RESULTS AND DISCUSSION

3.1. Analysis of the Measurement Model (Outer Model)

According to Ghozali and Latan (2020), the measurement model, also known as the outer model, shows how indicators within a group relate to the underlying concept they represent. This model is used to check if the tools used in the research properly measure the intended ideas. It confirms whether the instruments accurately and consistently measure the concept. In this model, three key aspects are checked: convergent validity, discriminant validity, and composite reliability, which includes Cronbach's Alpha.

3.1.1. Convergent Validity

Convergent validity refers to the extent to which indicators within a construct are strongly correlated, reflecting that they indeed measure the same concept. The convergent validity test in this study was conducted on reflective indicators using the SmartPLS version 4.1.1.4 application, by analyzing the loading factor values. According to Ghozali and Latan (2020), an indicator is considered valid if it has a loading factor value > 0.70 , which indicates that the indicator has a significant contribution to the construct being measured.

Table 1. Outer Loading (Measurement Model)

Indicator	Initial Results	Re-estimation
X1.1	0.863	0.872
X1.2	0.823	0.821
X1.3	0.665	
X1.4	0.865	0.868
X1.5	0.762	0.777
X1.6	0.851	0.860
X2.1	0.874	0.874
X2.2	0.814	0.814
X2.3	0.857	0.857
X2.4	0.851	0.851
X2.5	0.877	0.877
Y1	0.935	0.936
Y2	0.902	0.902
Y3	0.835	0.835
Y4	0.866	0.867
Y5	0.809	0.808
Z1	0.898	0.899
Z2	0.912	0.912
Z3	0.914	0.915
Z4	0.805	0.804
Z5	0.882	0.882

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on the table above, the initial data processing shows that there is one invalid indicator, namely X1.3 with a loading factor value of $0.665 < 0.70$, while the rest are valid. Therefore, the loading factor value < 0.70 is removed or excluded from the model. To meet the higher requirements, a re-estimation was conducted. As shown in Table 1, the re-estimation resulted in higher values, so all indicators have met the criteria of > 0.70 .

3.1.2. Discriminant Validity

This validity is related to the principle that measurements of different constructs should not have a very strong correlation with each other. Discriminant validity occurs when two different tools, measuring two expected concepts, are not related to each other and produce values that are also not related. One of the commonly used methods to evaluate discriminant validity is the Fornell-Larcker Criterion.

Table 2. Fornell Larcker Criterion

Variable	Organizational Culture	Workload	Work Motivation	Employee Performance
Organizational Culture	0.841			
Workload	0.005	0.855		
Work Motivation	0.322	-0.358	0.871	
Employee Performance	0.347	-0.144	0.398	0.883

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on the results in Table 2 and supported by the Fornell-Larcker Criterion analysis, each construct has satisfied the requirements for discriminant validity, it may be concluded. This is demonstrated by two main aspects: first, the loading value of each indicator on its construct is higher than the cross-loading value on other constructs; second, the square root of the AVE (Average Variance Extracted) value for each construct is greater than the correlation with other constructs in the model. Thus, it can be said that each construct is able to clearly distinguish itself from other constructs in the model, indicating that discriminant validity has been well fulfilled.

3.1.3. Composite Reliability atau Cronbach's Alpha

In addition to validity testing, model evaluation also includes testing the reliability of a construct to show how accurately, consistently, and accurately the measurement instrument assesses the construct. The reliability of a construct can be assessed through two methods, namely using Cronbach's Alpha and Composite Reliability. However, the application of Cronbach's Alpha often yields lower values, therefore it is more recommended to use Composite Reliability in testing the reliability level of a construct. According to Ghazali and Latan (2020), a construct is said to be reliable if the Cronbach's Alpha value is greater than 0.70 or the Composite Reliability is greater than 0.70.

Table 3. Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organizational Culture	0.896	0.898	0.923	0.706
Workload	0.908	0.916	0.931	0.731
Work Motivation	0.920	0.928	0.940	0.758
Employee Performance	0.929	0.942	0.946	0.780
Average				0.744

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on Table 4.11, it is known that the results of the composite reliability or Cronbach's alpha test overall have a value > 0.70 , which means all variables are declared reliable.

3.2. Analysis of the Structural Model Analysis (Inner Model)

According to Ghazali and Latan (2020), the structural model describes the relationship or level of estimation between latent variables or constructs developed based on theory. The cause-and-effect link between latent variables is predicted using this model. The R-square value is used as a goodness of

fit test in PLS by taking into account the R-square value of each dependent variable. Changes in the R-square value allow us to assess the impact of independent variables on dependent variables, to determine whether there is a significant effect.

3.2.1. Value of the Coefficient of Determination (R²)

According to Ghazali and Latan (2020), R-square the coefficient of determination for endogenous constructs is measured by square. 0. 25 R-square value is deemed low, 0. 50 is considered moderate, and 0. 75 is considered high.

Table 4. *R-Square*

Variable	R-square	R-square adjusted
Work Motivation	0.233	0.216
Employee Performance	0.213	0.187
Average	0.223	0.202

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on the table above, to see the influence of exogenous variables, in this case organizational culture and workload, on the endogenous variables, namely work motivation and employee performance. For the work motivation variable, which has a value of 0.233, this means that 23.3% of work motivation can be explained by organizational culture and workload, while the remaining 76.7% is explained by other factors not analyzed in this study. Meanwhile, for the employee performance variable, the R2 value is 0.213, which means that approximately 21.3% of employee performance can be explained by organizational culture and workload. The remaining 78.7% is explained by other variables that are not included in this study. Overall, according to Ghazali and Latan (2020), the ability of the independent variables to explain the dependent variable falls into the weak category (in the range of 0.25 = weak).

3.2.2. F Square (Effect Size)

Ghazali and Latan's (2020) research indicates that F Square can assess the influence of latent variables on other variables. The fsquare effect value is classified as 0. 35 (big), 0. 15 (medium), and 0. 02 (small).

Table 5. *F-Square*

Variable	f-square
Organizational Culutre -> Work Motivation	0.136
Organizational Culutre -> Employee Performance	0.069
Workload -> Work Motivation	0.169
Workload -> Employee Performance	0.001
Work Motivation -> Employee Performance	0.091

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on Table 5 F-Square Results, it can be seen that the strength of the influence between latent variables in this model varies, with most relationships showing small to moderate effects. The f-square value is used to determine the extent of each independent variable's contribution to the dependent variable, where a value of 0.35 indicates a large influence, 0.15 moderate, and 0.02 small [5].

The relationship between Organizational Culture and Work Motivation shows an f-square value of 0.136, which falls into the medium to small category. This indicates that organizational culture has a moderate influence on the improvement of employee work motivation, although it is not yet dominant. Meanwhile, the influence of Organizational Culture on Employee Performance is recorded at only

0.069, which falls into the small influence category, thus it can be concluded that organizational culture has not yet made a significant direct contribution to employee performance.

Next, Workload on Work Motivation shows an f-square value of 0.169, which falls into the moderate category and is the highest value among other relationships in the table. This indicates that workload significantly affects employee work motivation, both in the context of realistic workloads and excessively high or low workloads, both of which can influence motivation. However, the f-square value for the relationship between Workload and Employee Performance is only 0.001, indicating no significant direct impact of workload on employee performance. This suggests that the influence of workload on performance is likely indirect, possibly mediated by other factors such as work motivation. Finally, the relationship between work motivation and employee performance has an f-square value of 0.091, which is considered small, but still indicates an influence of motivation on employee performance. This means that although the influence is not strong, work motivation remains an important variable that plays a role in improving employee performance.

3.2.3. PLS Predict (Q2)

$Q2 > 0$ indicates that the model has predictive relevance, and if $Q2 < 0$, it indicates that it has less predictive relevance [5]. Meanwhile, according to Hair & Alamer (2022), the stages to determine whether there is good predictive power or not, the criteria are as follows:

- 1) RMSE and MAE SEM-PLS < RMSE and MAE LM (Linear Regression) = there is predictive relevance
- 2) If RMSE and MAE SEM-PLS < RMSE and MAE LM only a small part, then the predictive power is low
- 3) If RMSE and MAE SEM-PLS < RMSE and MAE LM for most parts, then the predictive power is medium
- 4) If all RMSE and MAE SEM-PLS < RMSE and MAE LM, then the predictive power is high

Table 6. PLS Predict

	Q ² predict	PLS-SEM RMSE	PLS-SEM MAE	LM_RMSE	LM_MAE
Y1	0.154	0.516	0.418	0.549	0.447
Y2	0.097	0.602	0.469	0.628	0.509
Y3	0.138	0.613	0.468	0.646	0.514
Y4	0.183	0.507	0.398	0.569	0.441
Y5	0.141	0.452	0.365	0.492	0.391
Z1	0.098	0.504	0.415	0.541	0.445
Z2	0.129	0.528	0.427	0.563	0.444
Z3	0.088	0.555	0.441	0.594	0.476
Z4	0.029	0.551	0.442	0.584	0.462
Z5	0.061	0.556	0.441	0.627	0.483

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on Table 6, it is known that all Q2 values are > 0 , so it can be concluded that there is predictive relevance. Furthermore, if we look at the table above, all RMSE and MAE values of SEM-PLS < RMSE and MAE of LM. Thus, it can be concluded that the strength of the PLS model created has high predictive power.

3.2.4. Model Fit

Model Fit aims to evaluate the feasibility of a research data or model, whether the model can be applied or not. This feasibility assessment is based on several indicators, namely the SRMR value, Chi-Square, and NFI, obtained through data processing using SmartPLS version 4.1.1.4.

Table 7. Fit Model

	Saturated model	Estimated model
SRMR	0.069	0.069
d ULS	1.014	1.014
d G	0.735	0.735
Chi-square	366.466	366.466
NFI	0.778	0.778

Source: Data processed with SmartPLS version 4.1.1.4, 2025

Based on Table 7, it is known that the SRMR value is $0.069 < 0.10$, thus it is declared fit. Next, the Chi-square value is $366.466 > 0.05$, thus it is declared fit. Then, the NFI has a value of $0.778 < 0.95$, thus it is declared fit. According to Narimawati & Sarwono (2022), the research model is fit and valid.

3.2.5. Goodness of Fit (GoF)

Next, to validate the overall model, the Goodness of Fit (GoF) index is used as per Buldan (2020). The overall performance of the measurement model and the structural model is evaluated using a single statistic called the GoF index. The product of the average communalities index and the model's R^2 value is used to determine the GoF value. Here is the calculation of the GoF value in this study is 0.407.

The GoF value ranges from 0 to 1, with the following interpretations: a value of 0.36 indicates a high level of GoF, a value of 0.25 indicates moderate GoF, and a value of 0.10 indicates low GoF. Based on the GoF value calculation, a value of 0.407 was obtained, which means the research has a high GoF value. Thus, it can be concluded that the model in the study is valid and has good and acceptable performance (Buldan, 2020).

3.3. Hypothesis Testing

This test is conducted by evaluating the T-statistic value on the outer loading and comparing it with the t-table value of 1.96 at a 5% significance level [5].

According to Ghozali and Latan (2020), if the probability value (P) < 0.05 , the alternative hypothesis (H_a) is significantly accepted and the null hypothesis (H_0) is rejected, which means the hypothesis in this study is declared accepted. The values of direct effect and indirect effect can be seen in the following table :

Table 8. Path Coefficient dan Specific Indirect Effect

Hypothesis	Original sample (O)	T statistics ((O)/STDEV)	P values	Result
Organizational Culture -> Work Motivation	0.324	4.128	0.000	H_0 : Rejected H_{a1} : Accepted
Workload -> Work Motivation	-0.360	4.468	0.000	H_0 : Rejected H_{a2} : Accepted
Organizational Culture -> Employee Performance	0.249	2.951	0.002	H_0 : Rejected H_{a3} : Accepted

Hypothesis	Original sample (O)	T statistics ((O/STDEV))	P values	Result
Workload -> Employee Performance	-0.037	0.387	0.349	H ₀ : Accepted H _{a1} : Rejected
Work Motivation -> Employee Performance	0.305	3.154	0.001	H ₀ : Rejected H _{a5} : Accepted
Organizational Culture -> Work Motivation-> Employee Performance	0.099	2.448	0.007	H ₀ : Rejected H _{a6} : Accepted
Workload -> Work Motivation-> Employee Performance	-0.110	2.440	0.007	H ₀ : Rejected H _{a7} : Accepted

Source: Data processed with SmartPLS version 4.1.1.4, 2025

3.3.1. The Influence of Organizational Culture on Work Motivation

The first hypothesis test (H1) yielded a coefficient value of 0.324, a t-statistic of 4.128 > 1.96, and a p-value of 0.000 < 0.05, indicating a positive and significant influence of organizational culture on work motivation. These results demonstrate that workers' work motivation increases with the implementation of a better organizational culture. A positive and encouraging organizational culture fosters a sense of belonging, loyalty, and work enthusiasm, all of which contribute to a productive workplace.

This finding aligns with Jazilah's (2023) research, which shows that organizational culture positively and significantly influences employee work motivation, where adaptive and participative cultures can enhance work spirit and employee engagement. Recent research by Jumaiyang et al. (2025) also emphasizes that organizational culture plays a crucial role in boosting work motivation, which subsequently impacts employee performance. Hanifah et al. (2024) in their study also found that a well-internalized organizational culture shapes employees' positive perceptions of their work environment, ultimately encouraging increased work motivation. A culture based on the values of openness, discipline, and responsibility has been proven to strengthen employees' enthusiasm in performing their tasks optimally.

3.3.2. The Influence of Workload on Work Motivation

Coefficient value of 0.360, a t-statistic of 4.468 > 1.96, and a p-value of 0.000 < 0.05, the second hypothesis (H2) demonstrates that workload has a negative and significant impact on work motivation. This implies that employees are less driven when they feel they have a greater workload. Excessive workload can cause physical and mental fatigue, stress, and decrease work motivation, which ultimately hinders the achievement of optimal performance. These findings emphasize the importance of balanced workload management to prevent excessive psychological pressure and burnout. Proportional task distribution is key to maintaining employee motivation and productivity sustainably.

In line with the research by Hanifah et al (2024), which states that high workloads can significantly reduce employee work motivation, especially if not accompanied by managerial support and fair task distribution. Another study by Fitriani et al (2023) also shows that uncontrolled workload pressure negatively impacts employee work spirit, loyalty, and work-life balance.

3.3.3. The Influence of Organizational Culture on Employee Performance

The third hypothesis (H3) was tested, and the findings revealed that organizational culture has a positive and significant impact on employee performance. With a coefficient of 0.249, a t-statistic of 2.951 > 1.96, and a p-value of 0.002 < 0.05, the third hypothesis (H3) was tested, and the results indicated that organizational culture has a favorable and significant impact on employee performance. These findings indicate that the better and stronger the applied organizational culture, the higher the employee performance.

A structured, collaborative, and value-oriented organizational culture can create a work environment that supports productivity, enhances work ethic, and encourages employee engagement and responsibility towards their tasks. A good organizational culture will shape habits, attitudes, and work behaviors that align with the organization's goals. This can accelerate work processes, reduce internal conflicts, and improve coordination and efficiency among individuals and teams. In other words, a positive organizational culture not only fosters work enthusiasm but also directly impacts the achievement of optimal work results.

These findings are in line with the research by Jumaiyang et al. (2025), which states that a strong and consistent organizational culture can enhance employee performance quality, both in terms of quantity, timeliness, and work initiative. This research is also consistent with Hanifah et al. (2024), which shows that a conducive work culture contributes to improving discipline, task completion speed, and employees' ability to adapt to organizational dynamics. Another study by Fitriani et al. (2023) in the context of immigration agencies also shows that a strong organizational culture can improve service speed, work accuracy, and adherence to work standards, which overall positively impacts employee performance.

3.3.4. The Influence of Workload on Employee Performance

The testing of the fourth hypothesis (H4) shows that workload does not have a significant effect on employee performance, with a coefficient value of -0.037, a t-statistic of $0.387 < 1.96$, and a p-value of $0.349 > 0.05$. Although the direction of the relationship is negative, the influence is not statistically significant. Thus, it cannot be concluded that workload has a significant direct impact on employee performance in the context of this study. That means, variations in workload do not significantly affect changes in employee performance levels.

This finding indicates that employees are still able to adjust to the given workload, or there are other factors that more dominantly influence performance, such as motivation, leadership, reward systems, or compensation. It could also be because the perception of the workload is considered still within reasonable limits, so it does not cause significant pressure or disruption to task execution and performance achievement. Research conducted by Sujadi et al (2025) shows that workload has a negative impact, although not significant, on employee performance in the government environment of Kotawaringin Barat Regency. Another study by Sutiawan and Sukesu (2023) at the Housing Office of Pasuruan Regency shows similar results: workload does not significantly affect performance, although the direction of the relationship remains negative. This means that work motivation significantly mediates the relationship between organizational culture and employee performance. The stronger the organizational culture implemented in an institution or organization, the more it will encourage an increase in employee work motivation, which ultimately impacts their performance. A supportive, open, collaborative, and employee-valuing organizational culture can create a conducive work environment and encourage employees to work with high enthusiasm and responsibility. Work motivation serves as a psychological bridge that connects organizational values and norms with employee work behavior. When employees feel that the organization's values align with their aspirations and needs, their work enthusiasm increases and this directly impacts optimal performance achievement.

3.3.5. The Influence of Work Motivation on Employee Performance

Coefficient value of 0.305, a t-statistic of $3.154 > 1.96$, and a p-value of $0.001 < 0.05$, the results of the fifth hypothesis test (H5) reveal a positive and statistically significant impact of work motivation on employee performance. These results show that workers' performance increases with their level of motivation.

High work motivation encourages employees to work more optimally, commit to their tasks, and actively contribute to the achievement of organizational goals. Work motivation serves as the main

driver that influences how employees perform their tasks, fulfill their responsibilities, and achieve work targets effectively and efficiently. Employees with high motivation tend to show initiative, responsibility, work enthusiasm, and a strong commitment to the organization's goals.

A key internal factor in boosting work quality and employee productivity in both public and private enterprises is work motivation. A supportive work environment, a fair reward system, and a positive organizational culture can be strong drivers for the growth of work motivation. Work motivation contributes to the achievement of organizational targets, improvement in work discipline, and the development of employee initiative and loyalty. Motivation also plays an important role in maintaining the stability of employees' emotions and work spirit in facing pressure or complex work challenges. Zaini et al (2023) found that work motivation has a significant effect on employee performance at RSUD Waluyo Jati Kraksaan (Probolinggo). The research by Laili & Safrizal (2023) also found at Puskesmas Pulorejo (Jombang) that work motivation has a positive and significant impact on employee performance.

3.3.6. The Influence of Organizational Culture on Employee Performance through Work Motivation

According to the findings of the sixth hypothesis (H6) test, organizational culture has a positive and substantial impact on employee performance via work motivation, with a coefficient of 0.099, a t-statistic of $2.448 > 1.96$, and a p-value of $0.007 < 0.05$. This indicates that the connection between organizational culture and employee performance is heavily mediated by work motivation. These findings affirm that a strong organizational culture can enhance work motivation, which in turn positively impacts employee performance. The stronger the organizational culture implemented in an institution or organization, the more it will encourage an increase in employee work motivation, ultimately leading to improved performance. An organizational culture that is supportive, open, collaborative, and values employees can create a conducive work environment and encourage employees to work with high enthusiasm and responsibility.

Work motivation serves as a psychological bridge that connects organizational values and norms with employee work behavior. When employees feel that the organization's values align with their aspirations and needs, their work enthusiasm increases, which directly impacts optimal performance achievement. These findings are consistent with the research by Ningrum et al. (2025), which states that the perception of organizational culture has a positive and significant impact on employee performance through work motivation as a mediator. Marsela & Setyaning (2024) also found similar results in the context of state-owned enterprises, where organizational culture drives work motivation, ultimately enhancing employee performance. Meanwhile, research by Setiaji & Ahsani (2024) in the fire department environment also reinforces that work motivation significantly mediates the relationship between organizational culture and employee performance. This finding is also supported by the research of Zaini et al. (2023), which shows that organizational culture indirectly influences performance through work motivation and discipline, where the mediation coefficient value is also significant. The research was conducted at RSUD Waluyo Jati Kraksaan and reinforces the argument that the role of organizational culture is not only direct but also influences psychological variables that drive performance.

3.3.7. The Influence of Workload on Employee Performance through Work Motivation

The results of testing the seventh hypothesis (H7) indicate that workload has a negative and significant effect on employee performance through work motivation, with a coefficient of -0.110, a t-statistic of $2.440 > 1.96$, and a p-value of $0.007 < 0.05$. This means that work motivation significantly mediates the relationship between workload and employee performance. These findings indicate that excessive workload can decrease work motivation, which in turn negatively impacts employee

performance. The negative mediating effect of work motivation makes the negative consequences of an uncontrolled workload on employee performance achievement even worse. When employees feel exhausted, stressed, or overwhelmed due to heavy workloads, their enthusiasm and internal drive to work optimally will decrease. This results in a decrease in productivity, work quality, and engagement in organizational tasks.

These findings are consistent with the research by Ningrum et al. (2025), which shows that a high workload can reduce work motivation, ultimately negatively impacting employee performance. In their research on BUMN employees, it was found that an unbalanced workload causes psychological pressure that directly impacts the decline in intrinsic motivation, which in turn leads to a decrease in the quality and quantity of employees' work. Additionally, Marsela & Setyaning (2024) also emphasize that excessive workload triggers work stress and mental fatigue, which hinders employees' motivation to work optimally. Excessive workload contributes to low work enthusiasm and employee productivity, as they feel they do not have space for physical or emotional recovery. In line with this, Putra & Fathurrahman (2023) found that high workloads reduce employees' intrinsic motivation through increased pressure and work fatigue. This decrease in motivation acts as an obstacle to achieving the expected performance, especially in a work environment that does not provide support or good workload management.

4. CONCLUSION

The results of this study comprehensively show that organizational culture has a positive and significant impact on work motivation and employee performance, both directly and through the mediating role of work motivation. A strong, adaptive organizational culture based on values such as openness, responsibility, collaboration, and active participation has proven capable of creating a conducive work environment. Such an environment fosters the growth of intrinsic motivation, enhances employee engagement, and strengthens commitment to the tasks and responsibilities undertaken. This positive impact is not only reflected in the increase in motivation but also in the quality and productivity of employee performance.

Workload was found to have a negative and significant impact on work motivation. High or disproportionate workloads tend to cause psychological pressure, stress, as well as physical and mental fatigue, which impact the decline in morale and enthusiasm at work. Although the direct influence of workload on performance is not significant, the analysis results show a significant indirect influence through the decrease in work motivation. This means that workload still has the potential to reduce performance if not managed properly, as it can weaken motivation, which is the main driving factor of performance. Thus, this research emphasizes that a positive organizational culture and balanced workload management are two important aspects that organizations need to pay attention to in order to maintain work motivation stability and ensure sustainable employee performance.

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