

THE ROLE OF WORK MOTIVATION AS A MEDIATOR IN THE INFLUENCE OF COMMUNICATION AND WORKLOAD ON EMPLOYEE PERFORMANCE AT WARMADEWA UNIVERSITY

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Abstract:

This study aims to ascertain the function of work motivation as an intermediary in the impact of communication and workload on employee performance at Warmadewa University. The research at Warmadewa University focuses on the relationship between communication and workload as independent variables, work motivation as a mediating component, and employee performance as the dependent variable. This study used Partial Least Square analysis to ascertain the function of work motivation as a mediator in the impact of communication and workload on employee performance at Warmadewa University. The survey included a total of 248 regular staff that were employed at Warmadewa University, Bali. The research employed the proportionate stratified random sampling approach with 153 samples. This study utilizes primary data gathered by distributing questionnaires to the whole research sample. The research findings indicate a positive and statistically significant correlation between communication and employee performance at Warmadewa University. The workload has a detrimental and statistically significant impact on employee performance at Warmadewa University. The relationship between communication and employee motivation at Warmadewa University is favorable and substantial. The workload has a detrimental and substantial impact on the work motivation of employees at Warmadewa University. Work motivation positively and significantly impacts employee performance at Warmadewa University. Work motivation acts as a mediator between communication and employee performance at Warmadewa University. Similarly, work motivation also acts as a mediator between workload and employee performance at Warmadewa University.

Keywords: Employee Performance, Work Motivation, Communication and Workload



INTRODUCTION

Human resource management is essential to achieving organizational goals. Managing human resources is related to policies and practices that determine human aspects or human resources in management positions (Gary, 2015). In this instance, the organization has recognized that people resources constitute the primary asset. The performance of employees has a significant impact on the success of a firm (Laksmi, 2022). Performance refers to the outcome or overall degree of achievement of an individual during a specific time frame in completing activities compared to different potential outcomes (Saputra et al., 2023), such as benchmarks, objectives, or mutually agreed-upon criteria. The main objective of human resource management in every organization is to facilitate employee performance (Laksmi et al., 2023). Each individual can determine employee performance, where work attitudes and behavior are the primary resources in achieving the desired organizational goals. Companies with resources other than humans, such as capital, methods and machines, will only bring optimal results if they rely on human resources or employees with optimal performance (Mangkunegara, 2016).

In the current era of globalization, the competencies of all organizations or companies are required to compete with each other in order to gain a position as a superior organization. Likewise, organizations operating in the education sector, such as Warmadewa University, are among the universities in Denpasar, Bali. Located in Kopertis Region VIII under the auspices of the Korpri Bali Foundation. On July 17, 1984, Warmadewa University was officially established, and the management of the Foundation was determined at the Korpri Bali Meeting on July 30, 1984. After that, the University formed by Korpri was given the name Warmadewa by the Governor of Bali, then Prof. Dr. Ida Bagus Mantra, as a form of appreciation for the King of Bali. Before Majapahit from the Warmadewa dynasty. Currently, Warmadewa University, which has the motto: "Guna Widya Sewaka Nagara," has 14 Undergraduate Study Programs (S1) and 3 Postgraduate Programs (S2), namely Master in Management, Master in Law, and Master in Linguistics, which already have an Operational License. Meanwhile, the Bachelor of Psychology, Master of Government Science (MIP) and Master of Public Administration (MAP) study programs are being proposed to the Indonesian Ministry of Education and Culture's Higher Education.

Warmadewa University employees' attendance rate from 2021 to 2022 has decreased by 5.67%. If attendance is seen from the directorates, the Directorate of Human Resources, Finance and Operations experienced the most significant decline, 8.95%. In contrast, the smallest decline in attendance was at the Quality Assurance Agency, namely 4.00%. The opposite can be seen from the level of employee absenteeism at Warmadewa University from 2021 to 2022, which increased by 5.67%. If you look at the percentage of absenteeism for each directorate, the value is above 3%. According to Mudiarta in Lusigita (2017), a reasonable level of absenteeism is below 3%, while above 3% is considered high.

The first factor that influences employee performance at Warmadewa University is communication. Communication in an organization usually occurs in two contexts: within the organization (internal communication) and outside the organization (external communication). In internal communication, whether vertically, horizontally or diagonally, difficulties often occur, which cause communication to fail or, in other words, miscommunication. A meeting agenda is set between the leadership and employees every month, and the leadership gives direct instructions to the employees. Hold briefings between section heads and their subordinates in the form of advice, instructions and direction. Downward communication starts from top management and flows through the manager level to the lowest employees to provide direction, information, instructions, suggestions, advice and assessments to subordinates regarding the company's goals and policies. The function of upward communication is to provide information to upper levels of management about what is happening at lower levels. This form of communication comprises reports, explanations, ideas and requests for decision-making (Laksmi & Arjawa, 2023).

Communication problems in the organization must be of concern to management because they impact decreasing performance. Wandu (2019) states that communication has a positive and significant influence on the performance of Banten Province BPBD employees. Sari (2020) states that communication influences the performance of employees in the Public Relations and Protocol Aspiration Section of the Lampung Province DPRD Secretariat. Dinata's research results (2022) show that communication has a direct positive effect on the performance of CV employees. Insan Pratama Surabaya. Rika's research (2022) states that communication and the work environment affect the performance of PT Ria Panas Sipoholon RPS Service convection employees. Research by Kalogiannidis (2020) shows that various forms of communication significantly impact employee performance and the long-term growth of banking organizations in Greece. Research by Bowen and Liu (2022) shows that good-quality communication can improve employee performance in China.

One approach to improving employee performance is the workload given to employees (Laksmi et al., 2023). Workload is all activities involving employees' time carrying out their duties, responsibilities and professional interests at work, directly and indirectly (Johari, 2019). The workload problem at Warmadewa University, Denpasar, is that superiors often give work deadlines H-1; often, the work given is past operational working hours but needs to be counted as overtime. The relationship between workload and performance is supported by previous studies presented by Hamizar (2020), which found that workload has a positive and significant effect on the performance of Maluku Central Statistics Agency employees. Rohman's research (2021) shows that workload positively and significantly affects the performance of PT Honda Daya Anugrah Mandiri Sukabumi Branch employees. The same thing was expressed by research by Msuya and Kumar (2022), which states that workload has a positive and significant effect on the performance of bank employees in Tanzania. The results of this research mean that the increasing employee workload will cause employee performance to increase as well.

Apart from communication and workload as determinants of employee performance, work motivation must also be considered as a determinant of performance or mediating the relationship between these variables. Therefore, motivation is the main factor in improving performance. However, from time to time, a person can experience demotivation or a decrease in work motivation, as experienced by employees at Warmadewa University, Denpasar, namely poor relationships with superiors and co-workers, distrust of superiors, an uncomfortable work environment, no development in career, conditions unstable organization, and feelings of boredom. Motivation's role as an intervening variable is demonstrated by the research results of Ardiasa (2020), which states that motivation successfully mediates communication effectiveness and job satisfaction on the performance of employees of PT SUCOFINDO (Persero) Pontianak Branch.

Based on the background explanation, challenges at Warmadewa University, and actual research findings, multiple aspects can impact employee performance, specifically communication, workload, and motivation. Hence, this study holds significance in comprehending the impact of communication and workload on employee performance at Warmadewa University Denpasar, specifically concerning work motivation.

Theoretical Foundation

Communication. Communication is transmitting information and conveying meaning from the one sending the message to the person receiving it. According to Rivai (2018), communication is an oral or written relationship between two or more people that can lead to understanding a problem. Communication also facilitates decision-making. Communication provides individual and group information needed to make decisions by sending data to identify and evaluate alternative options (Wibowo, 2016). Communication is a communal endeavor that places significant emphasis on principles of equality and unity (Laksmi et al., 2023). A community is a collective of individuals who come together to attain specific objectives while sharing common meanings and attitudes. The community can only exist with communication.

Workload. Munandar (2013) defines workload as the assigned tasks that workers or employees are expected to do within a specific timeframe, utilizing their talents and potential. Tarwaka (2014) defines workload as the disparity between employees' capacity or capability and the demands of their employment. Workload refers to the number of tasks assigned to an individual that must be accomplished within a specific timeframe. Tarwaka (2014) stated that workload results from the interaction between task demands, the work environment, behavioral abilities, and perceptions of work. As per Minister of Home Affairs Regulation Number 12 of 2008, workload refers to the quantity of work that needs to be completed by a specific position or organizational unit and is determined by multiplying the work volume with the time norms.

Work Motivation. Moekijat (1994) defines motivation as the internal driving force that compels individuals to take action, encompassing various tools, reasons, or sources of encouragement. Similarly, Manullang (1994) describes motivation as an external stimulus or internal force that prompts individuals to engage in specific actions. Work motivation is crucial as it is the driving force behind, directs, and sustains human actions, leading them to exert effort and display enthusiasm to attain the best possible outcomes (Hasibuan, 2010). Based on several definitions put forward by the experts above, motivation is support given to someone who is the recipient of that support so that it can encourage that person to take action to achieve specific goals.

Employee Performance. Mangkunegara (2016) defines employee performance, or work achievement, as the quality and quantity of work outputs attained by employees while fulfilling their obligations. The targets that are the object of performance assessment are the employee's skills and ability to carry out a job or task, which is evaluated using specific benchmarks objectively and carried out periodically. The evaluation results reveal that the company's performance correlates directly with employee performance. In other words, performance is a tangible outcome of work that is observable and quantifiable. A company's performance is intricately linked to the performance of its employees. Positive employee performance will undoubtedly yield a favorable effect on the company's overall performance.

HYPOTHESIS

H1: Effective communication has a beneficial and substantial impact on the performance of staff at Warmadewa University.

H2: The workload exerts a detrimental and substantial impact on the performance of staff at Warmadewa University.

H3: Effective communication benefits and substantially impacts work motivation at Warmadewa University.

H4: The workload at Warmadewa University has a detrimental and substantial impact on job motivation.

H5: Work motivation has a positive and significant effect on the performance of Warmadewa University employees

H6: Work motivation can mediate the influence of communication on the performance of Warmadewa University employees

H7: Work motivation can mediate between workload and employees' performance at Warmadewa University.

METHODS

This research uses a quantitative approach, so two methods are used to obtain quantitative and qualitative data. The two methods are explained as follows: data collection by asking closed questions, presented as a research questionnaire to respondents to obtain quantitative data. Interviews are data collection by providing open questions about perceptions related to research problems needed in carrying out research. The research location is within the scope of employees at Warmadewa University, Bali, located at Jl. Terompong No.24, Sumerta Kelod, Kec. Denpasar Team., Denpasar City, Bali 80239.

The data analysis methods used in this research are descriptive statistical methods and inferential statistical methods. Descriptive statistics is an analysis carried out by visually describing a set of data, which can be done in two parts: numerical description, text and graphics. Description with graphics is a form of image or graph in the form of pictures and charts so that the data looks more impressive and communicative for readers. The data analysis in this research used the Partial Least Square (PLS) methodology. PLS is a Structural Equation Modeling (SEM) model based on

components or variants. PLS is a statistical method that goes beyond regression by integrating a structural path model, which represents the theoretical relationship between latent variables, with the measurement of the route, which represents the relationship between latent variables and their indicators (Saputra, 2018).

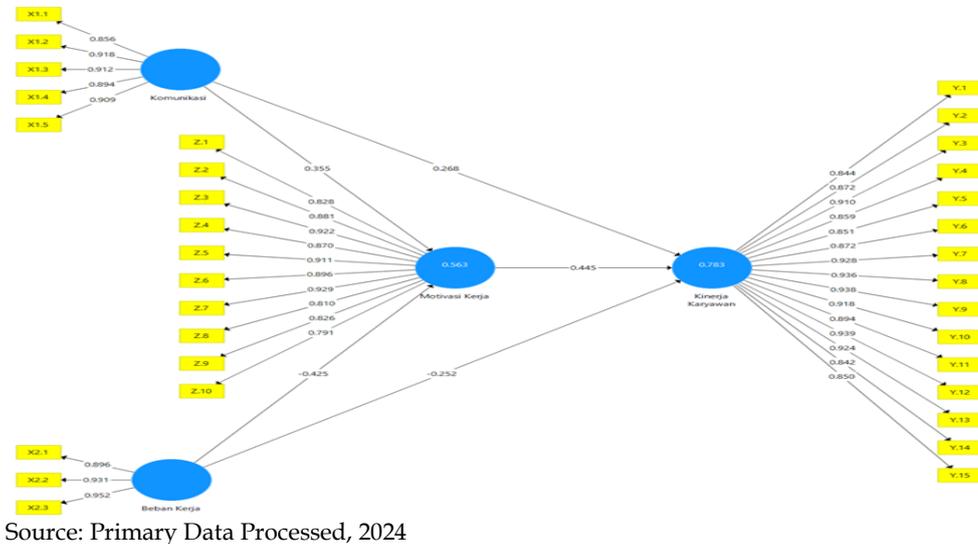
RESULT AND DISCUSSION

The study's respondents were staff members employed by Warmadewa University, which served as the study's research subject. 153 respondents received surveys from researchers, and each questionnaire was given out again. The respondents' perceptions of the communication variable with 5 statement items, workload with 3 statement items, work motivation with 10 statement items and employee performance with 15 statement items. The communication variable has an overall average of 4.07 with the agreed category. The lowest score is "Employees can easily understand the information conveyed by other employees during the communication process because the message is conveyed well and smoothly" of 3, 99 with the agreed category.

In contrast, the highest score is "It is easy for employees to communicate and obtain information in the process of completing a job" and "Communication between employees occurs quite often and smoothly" of 4.12 with the agreed category. The workload variable has an overall average of 1.98 in the agreed category. The lowest score is in the statement "Employees work beyond the specified and mutually agreed time" of 1.92 in the agreed category. In contrast, the highest score is "Employees feel heavy demands from the Company in completing a task" of 2.05 with the agreed category.

The work motivation variable has an overall average of 4.16 with the agreed category. The lowest score is "Employees use tools and materials efficiently and effectively in completing tasks," 3.95 with the agreed category. In contrast, the highest score is the statement "Employees can complete assigned tasks with good quality" 4.35 with the strongly agree category. The employee performance variable has an overall average of 4.03 for the agreed category. The lowest score is the statement "Employees always communicate to maintain professional working relationships," the statement "Employees take the initiative to complete tasks without needing to be given orders," and the statement "Employees can complete tasks before the specified deadline" was 3.90 in the agreed category.

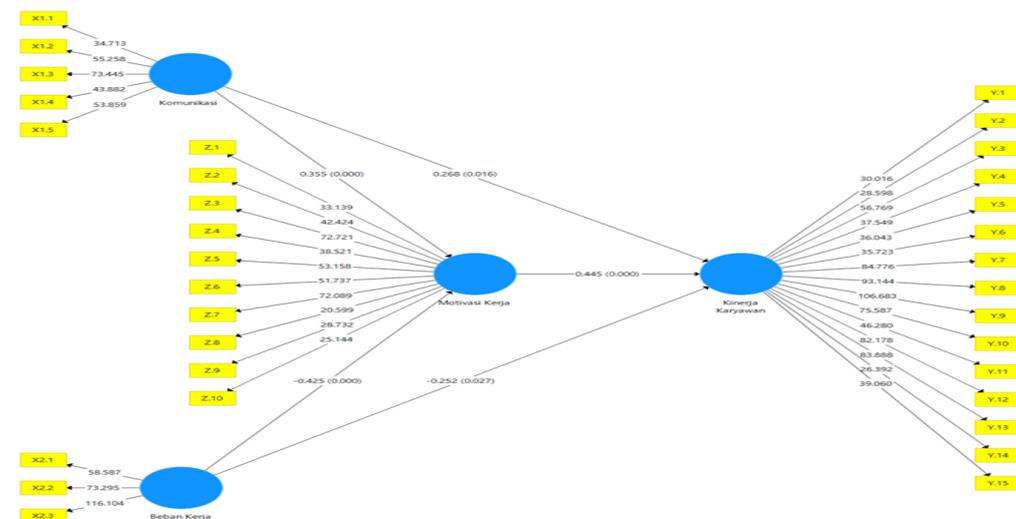
In contrast, the highest score was in the statement "Employees always try to achieve targets set by the agency," which was 4.24 in the strongly agree category. The data analysis in this study used the Partial Least Square (PLS) methodology (Saputra, 2022). PLS is a Structural Equation Modeling (SEM) model based on components or variants.



Source: Primary Data Processed, 2024

Figure 1. Outer Model

The convergent validity of the measuring model with reflexive indicators is evaluated by examining the correlation between the item or component score and the construct score produced using PLS. A reflexive measure is considered high if it correlates over 0.70 with the measured construct. However, a loading value that exceeds 0.5 is satisfactory when developing the measurement scale. All factor loading values are above 0.7. Therefore, it may be affirmed that the data in the research is valid. In addition, one alternative approach to evaluate discriminating validity involves comparing the square root of the average variance extracted (AVE) for each variable with the correlation between the variables and other variables in the model. The discriminant validity of a model is deemed satisfactory when the squared average variance extracted (AVE) for each variable surpasses the correlation between that variable and other variables within the same model or when the AVE measurement value exceeds 0.5, as recommended.



Source: Primary Data Processed, 2024

Figure 2. Inner Model

The R-squared value is the proportion of variance in the dependent construct that the independent variables can explain. The R-square value is a valuable metric for assessing the impact of predictors on each endogenous latent variable. The structural model's endogenous latent variable exhibits R2 scores of 0.67, 0.33, and 0.19, indicating that the model can be classified as "good," "moderate," and "weak," respectively. The R-square value is later employed to calculate the Q-square value, which assesses the model's goodness of fit. The R-square value obtained for the workload and communication variables on employee performance is 0.783, which is good, which shows that it has an enormous influence of $0.783 \times 100\% = 78.3\%$. The R-square value for the workload and communication variables on work motivation is 0.563, which is moderate, indicating that it has an enormous influence of $0.563 \times 100\% = 56.3\%$.

The inner model testing process entails assessing the Q-square value, which measures the degree of fit between the model and the observed data. A positive Q-square value suggests that the model possesses predictive significance, while a negative Q-square value shows a lack of predictive relevance in the model. Nevertheless, if the computational outcomes provide a Q-square value over zero, it can be inferred that the model exhibits substantial predictive capacity. The calculation of the Q-square can be observed in the following manner:

$$Q^2 = 1 - [(1-R_1^2) (1- R_2^2)]$$

$$Q^2 = 1 - [(1-0,783) (1-0,563)]$$

$$Q^2 = 1 - [(0,217) (0,437)]$$

$$Q^2 = 1 - (0,095)$$

$$Q^2 = 0,905$$

According to the calculation, a Q-square value of 0.905 is achieved, greater than 0 and close to 1. Therefore, the model possesses a significant predictive value.

The hypothesis was tested using the t-statistical test with a significance level of 0.05 (5%) or a critical value of 1.96 from the t-table. If the t-statistic value is more than the value in the t-table (1.96), the test findings are statistically significant. Conversely, if the t-statistic is less than or equal to the value in the t-table, it suggests that the test is not statistically significant. The p-value and t-statistics for each variable are presented in the table above, and their descriptions are provided below. The p-value for the workload variable's impact on employee performance at Warmadewa University is 0.027, compared to a significance level of 0.05. The p-value of 0.027 is below the significance level 0.05, indicating statistical significance. The beta value is -0.252, and the t-statistics value is 2.211, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more than the t-value ($2.211 > 1.96$), the workload has a statistically significant negative impact on employee performance at Warmadewa University.

The p-value for the workload variable's impact on employee work motivation at Warmadewa University is 0.000, statistically significant compared to the threshold of 0.05. The p-value, which is less than the significance level of 0.05 ($0.000 < 0.05$), indicates statistical significance. The beta value is -0.425, and the t-statistics value is 4.418, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more than the t-value ($4.418 > 1.96$), workload significantly and negatively impacts employee work motivation at Warmadewa University. The p-value associated with the influence of the communication variable on employee performance at Warmadewa University is 0.016, indicating statistical significance at a significance level of 0.05. Statistical significance is based on the obtained p-value ($0.016 < 0.05$). The beta coefficient exhibits a positive value of 0.268, while the t-statistics result is 2.414. This value is then compared to the crucial value

of 1.96 from the t-table. Based on the obtained t-statistics value ($2.414 > 1.96$), it can be deduced that communication exerts a statistically significant and advantageous influence on employee performance within the context of Warmadewa University.

The p-value for the communication variable's impact on employee work motivation at Warmadewa University is 0.000, indicating a significant difference compared to the threshold of 0.05. The p-value is less than the significance level ($0.000 < 0.05$), indicating statistical significance. The beta value is 0.355, indicating a positive relationship. The t-statistics value is 3.885, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more than the t-value ($3.885 > 1.96$), communication has a statistically significant and positive impact on employee work motivation at Warmadewa University. The p-value associated with the influence of the work motivation variable on employee performance at Warmadewa University is 0.000, suggesting a statistically significant distinction when compared to the predetermined significance level of 0.05. The obtained p-value is considered statistically significant as it is lower than the predetermined significance level of 0.05 (0.000). The beta coefficient exhibits a positive value of 0.445, while the t-statistics statistic is 4.964. This number is then compared to the crucial value of 1.96 from the t-table. Based on the obtained t-statistics value ($4.964 > 1.96$), it can be deduced that work motivation exerts a statistically significant and positive influence on employee performance within the context of Warmadewa University.

The statistical analysis reveals that the p-value associated with the workload variable concerning employee performance at Warmadewa University, as assessed by work motivation, is 0.002. The obtained p-value is measured against a predetermined significance level of 0.05. Statistical significance is indicated by the p-value being less than the significance level ($0.002 < 0.05$). The beta coefficient is -0.189, while the t-statistics value is 3.096, which exceeds the essential t-value of 1.96. The t-statistics value ($3.096 > 1.96$) suggests that work motivation significantly influences the relationship between workload and employee performance at Warmadewa University. The p-value for the communication variable's impact on employee performance at Warmadewa University, as mediated by work motivation, is 0.003. This result is compared to a significance level of 0.05. The p-value is less than the significance level ($0.003 < 0.05$), indicating statistical significance. The beta value is 0.158, indicating a positive relationship. The t-statistics value is 3.029, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more than the t-value ($3.029 > 1.96$), work motivation effectively mediates the impact of communication on employee performance at Warmadewa University.

This study employed the Sobel test to examine the association between communication and workload on employee performance, with job motivation as a mediator. Results of the Sobel test indicate the impact of workload on employee performance through work motivation. A comparison is made between the calculated t value and the crucial t value obtained from the t table. A t value greater than or equal to 1.96 indicates a significance level of 5%, while a t value greater than or equal to 1.64 suggests a significance level of 10%. If the estimated t value exceeds the t table value, it can be inferred that there is a mediation effect. Thus, the value of the t count is more significant than 1.96, precisely 3.298. Work motivation can act as a mediator between workload and employee performance at Warmadewa University.

The calculated t value is compared with the critical t value from the t table. A t value greater than or equal to 1.96 indicates a significance level of 5%, while a t value greater than or equal to 1.64 suggests a significance level of 10%. If the computed t-value exceeds the critical t-value from the t-table, it can be inferred that a mediation effect exists. The calculated t value is compared to the critical t value from the t table. A t value greater than or equal to 1.96 indicates a significance level of 5%, while a t value greater than or equal to 1.64 suggests a significance level of 10%. If the estimated t

value exceeds the t table value, it can be inferred that there is a mediation effect. Thus, the value of the t count is more significant than 1.96, precisely 3.063. Work motivation can mediate between communication and employee performance at Warmadewa University.

Variance accounted for (VAF) quantifies how much the mediating variable can absorb the previously considerable direct influence from the model without mediation.

1) VAF Test of Workload on Employee Performance through Work Motivation

$$\text{VAF} = (0,445 \times 0,252) / (0,425 + 0,445 \times 0,252)$$

$$= 0,209 \text{ or } 20,9 \text{ percent.}$$

Given that the VAF value is 20.9 percent, which is above the threshold of 20 percent, it may be inferred that there is a mediation effect, specifically work motivation acting as a partial mediator.

2) Communication VAF Test on Employee Performance through Work Motivation

$$\text{VAF} = (0,445 \times 0,268) / (0,355 + 0,445 \times 0,268)$$

$$= 0,252 \text{ or } 25,2 \text{ percent.}$$

Given that the VAF value is 25.2 percent, which is above the threshold of 20 percent, it may be inferred that there is a mediation effect, specifically work motivation acting as a partial mediator.

Based on the data analysis, the results indicated that the p-value of the communication variable on employee performance at Warmadewa University was 0.016, compared to a significance level of 0.05. The p-value is less than the significance level ($0.016 < 0.05$), indicating statistical significance. The beta value is positive at 0.268, and the t-statistics value is 2.414, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more significant than the t-value ($2.414 > 1.96$), it can be inferred that communication positively and significantly impacts employee performance at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study align with the research conducted by Wandu et al. (2019), which indicates that communication has a favorable and substantial impact on the performance of employees in the Banten Province BPBD. Mirnasari and Sari (2020) asserted that communication impacts the performance of employees in the Public Relations Aspiration and Protocol Section of the Secretariat of the Lampung Province DPRD.

The data analysis indicated that the p-value for the workload variable on employee performance at Warmadewa University is 0.027, which was compared to a significance level of 0.05. The p-value, below the significance level of 0.05 ($0.027 < 0.05$), indicates statistical significance. The beta value is -0.252, and the t-statistics value is 2.211, compared to the critical t-value of 1.96. Based on the t-statistics value being more significant than the t-value ($2.211 > 1.96$), it can be inferred that workload has a statistically significant negative impact on employee performance at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study are consistent with the research conducted by Layuk et al. (2019), which demonstrates that workload has a detrimental and statistically significant impact on employee performance at the Sungguminasa Class II A Women's Penitentiary.

Based on the data analysis, the results indicated that the p-value of the communication variable on employee work motivation at Warmadewa University is 0.000, compared to a significance level of 0.05. The p-value is below the significance level of 0.05 ($0.000 < 0.05$), indicating statistical significance. The beta value is positive at 0.355, and the t-statistics value is 3.885, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more significant than the t-value ($3.885 > 1.96$), it can be inferred that communication has a statistically significant and positive impact on employee work motivation at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study align with the research conducted by Ardisha (2020), which

indicates that communication has a favorable and substantial impact on employees' job motivation at PT SUCOFINDO (Persero) Pontianak Branch.

Based on the data analysis, the acquired results showed that the p-value for the workload variable's impact on employee work motivation at Warmadewa University was 0.000, compared to a significance level of 0.05. The p-value is less than the significance level ($0.000 < 0.05$), indicating statistical significance. The beta value is -0.425, and the t-statistics value is 4.418, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more significant than the t-value ($4.418 > 1.96$), it can be inferred that workload has a statistically significant negative impact on employee work motivation at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study are consistent with the research carried out by Layuk et al. (2019), indicating that workload has a detrimental and substantial impact on employee motivation at the Sungguminasa Class II A Women's Penitentiary.

The data analysis reveals that the p-value of the work motivation variable on employee performance at Warmadewa University is 0.000, indicating a significant difference compared to the threshold of 0.05. The p-value is less than the significance level ($0.000 < 0.05$), indicating statistical significance. The beta value is positive at 0.445, and the t-statistics value is 4.964, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value (4.964) being more than the critical t-value (1.96), work motivation has a statistically significant and positive impact on employee performance at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study align with the research conducted by Lin (2021), which asserts that both internal and external motivation have a noteworthy impact on the performance of e-commerce workers.

The data analysis revealed that the p-value of the communication variable on employee performance at Warmadewa University through work motivation was 0.003, significantly lower than the threshold of 0.05. The p-value is less than the significance level ($0.003 < 0.05$), indicating statistical significance. The beta value is positive at 0.158, and the t-statistic value is 3.029, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value being more significant than the t-value ($3.029 > 1.96$), work motivation effectively mediates the impact of communication on employee performance at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study align with the research conducted by Ardisha (2020), which indicates that motivation plays a significant role in mediating the impact of communication effectiveness and job satisfaction on employee performance at PT SUCOFINDO (Persero) Pontianak Branch.

According to the data analysis, the p-value of the workload variable on employee performance at Warmadewa University through work motivation was found to be 0.002, which was compared to a significance level of 0.05. The p-value is less than the significance level ($0.002 < 0.05$), indicating statistical significance. The beta value is -0.189, and the t-statistics value is 3.096, compared to the critical value of 1.96 from the t-table. Based on the t-statistics value (3.096) being more than the critical t-value (1.96), it can be inferred that work motivation effectively mediates the impact of workload on employee performance at Warmadewa University. Therefore, the hypothesis is accepted. The findings of this study align with the research conducted by Hariroh (2021), which asserts that the motivation variable exerts a favorable influence as a mediator between workload and the performance of employees at PT Amaan Indonesia Sejahtera.

CONCLUSION

Drawing upon the findings of the research analysis and the subsequent discussion in the preceding chapter, the conclusions of this study can be summarized as follows:

1. Communication has a positive and significant effect on the performance of Warmadewa University employees. This means that better communication at Warmadewa University will improve employee performance.
2. Workload has a negative and significant effect on the performance of Warmadewa University employees. This means that the increasing employee workload will cause employee performance to decrease.
3. Motivation has a positive and significant effect on the performance of Warmadewa University employees. This means that increasing employee work motivation will cause employee performance to increase.
4. Motivation can mediate the influence of communication on the performance of Warmadewa University employees. This means that motivation's role as a mediator shows that communication can directly or indirectly affect performance through motivation.

The research results have two implications: theoretical and practical. Theoretically, the research results have implications that communication, workload and work motivation influence employee performance. This research provides implications for Warmadewa University regarding things that must be paid attention to and improved to maximize employee performance. The things that must be considered and improved are employee communication and work motivation, while the workload assigned to employees must be reviewed and adjusted. So that employee performance at Warmadewa University can be maximized.

The results of this research cannot be generalized to other sectors, meaning this research can only explain Warmadewa University. Second, this research is quantitative, and the researcher needs to conduct further in-depth research on antecedents, such as experimental research. Hence, conclusions on the relationship between constructs in this research require further and ongoing study. Apart from that, the questionnaire was self-administered, which required respondents to fill it out themselves.

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