

The Effect of Communication, Workload, on Performance with Motivation as an Intervening Variable

Delviana Naveratilova Malau^{1*}, A Dewantoro Marsono²
Perbanas Institute, Jakarta

Corresponding Author: Delviana Naveratilova Malau
delviana.naveratilova50@perbanas.id

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ABSTRACT

The purpose of this study is to determine the Effect of Communication, Workload and Performance with Motivation as an Intervening Variable. This type of research is quantitative research, which is finding scientific proof or testing based on theories and hypotheses. While its nature is the impact of the study, which is looking for influence between one variable and another. This research belongs to a type of comparative causal research that aims to investigate possible causal relationships that exist. The authors chose the sample using saturated sampling techniques because the population size is relatively small. So the number of samples in this study amounted to 150 people. The data collection technique uses a questionnaire with a Likert scale. Data analysis techniques use using the Structural Equation Model (SEM). The results of the study and conclusions in this study are

INTRODUCTION

The government through PT PNM (Pelrmodalan Nasional Madani) has ulntulk tuljulan to reduce poverty, develop UIMKM in Indonesia and help the existing kellularga in the category to become more seljahtelra. In launching the telrselbult thing, PT PNM launched many programs, one of which was the melmbina elkonomi kellularga seljahtelra (Melkaar) program. This PNM conducts the empowerment of the community by means of disbursing unsecured ulsaha capital loans and the empowerment of the families of pre-welfare women, namely the families of the stairs that are in the economic circle through the bottom. Currently, PT PNM can be said to be sulksels in the relkrultmeln process where almost every area is reached by PT PNM. This is not lulpult from the kelrja kelras selmula party at PT PNM.

Human resource resources can be said to be various factors that have a very important role in the company. The human resources resource contributes to the cell enterprise so that the company's goals can be achieved. Besides that, the human factor is also very important, considering that no corporate business can run without humans involved in it. The success or failure of an organization is very dependent on the quality of the resources it has because qualified resources are human resources capable of maximum performance. The main focus in achieving goals is reflected in the human resource base. The management of human resources is a science and it also regulates the relations and roles of the workforce so that it is effective and efficient in helping the realization of the goals of the company, employees and the community. (Hasibulan, 2019:10).

The development of the company can be seen from the performance of employees. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in the specified model period. If the performance of the responsibility has been achieved after the company's goals, the company will experience an increase. However, in an effort to create high and optimal employee performance. It seems that there are still various problems or obstacles that make it difficult to achieve the goals of the company itself. The constraints that arise usually come from the company itself and are related to employees. (Kasmir, 2018: 182).

As for performance issues, based on reports from PT PNM regional Nias, Delli Selrdang and Meldan every year there are bound to be layoffs of several people because their performance is deemed negligent, or when customers' funds are embezzled in the field. In this case evaluation is always carried out, it's just that sometimes the lack of control from above causes employees to run away from responsibility.

The above performance problems did not fail to start from communication problems that occurred by superiors and subordinates. The problem with PT PNM regional Nias, Delli Selrdang and Meldan is that they usually only communicate with their superiors and subordinates and this is also done non-routinely. This results in non-smooth communication even though there should be good communication between subordinates and superiors or alternatively.

LITERATURE REVIEW

The success of an organization in achieving its objectives cannot be separated from the establishment of good communication. This relationship concept is based on the theory developed by (Hamali, 2018) that effective communication within the organization will make it easier for everyone to carry out the duties for which they are responsible. Therefore, a leader is required to be able to carry out effective communication, because they will provide instructions, directions, motivate subordinates, carry out supervision and so on. This communication does not only occur between superiors and subordinates but also between co-workers, so that each employee can work well. This is really not expected because it can affect their performance. There are a lot of jobs that should be completed within the target time, but due to the lack of communication this can result in work not being completed within the time target that has been set (Daullay, et al., 2017).

This is also in line with research results (Ullfa, 2017) that communication is closely related to performance. If this communication does not go well, it will lead to miss communication which will affect the work of employees. Communication is very important for human life, especially in social life. Without communication, we cannot understand or understand each other. Good communication can create harmonious relationships that are established between individuals and other individuals as well as with community groups. Another factor that affects employee performance is workload, a high workload can increase employee performance, but excessive workload can cause an increase in employee performance. This is due to the inability of employees to complete the work which is caused because the capacity and ability of employees do not match the tasks that must be carried out. Workload is one of the aspects that every company must pay attention to. Workload is a group or a number of activities that must be completed within an organizational unit within a specified time. As a result of workloads that are too heavy or physical abilities that are too weak can result in an employee suffering from work-related disorders or illnesses that cause a decrease in employee performance. What should be avoided is excessive employee workloads as a result of an imbalance between work and the number of employees, or employee workloads that are too low caused by too many employees.

This can be done through the extension of work capacity, so that employees can work optimally according to their abilities. Ultimately, high performance is linked to high motivation. On the other hand, low motivation is associated with low performance high performance is

The function and interaction between motivation, competency and reinforcement sources of sustaining power. In a work context, motivation is one of the important factors in encouraging a person to produce performance. Motivation is a set of attitudes and values that influence individuals to achieve specific things along with individual goals. Self-attitudes and values are invisible symbols that give skills to encourage individuals to act in achieving goals. This is supported by the theory that was developed by (Rivai, 2019) when a person's cells are motivated then it will work hard to achieve goals, but high pulse will

result in high performance. Therefore, it is necessary to have the intensity and quality of self-employment and focus on organizational goals. This is also in line with research results (Julfrizeln, 2017) that motivation has an effect on employee performance. If employees are motivated in carrying out their work, their work results will also increase. Well, if employees don't have work motivation, they won't be able to offer new ideas that can help companies to improve business and get new clients.

PT. Civil National Capital Investment (Pelrselro) or abbreviated as PNM is an Indonesian State-Owned Usaha Agency which operates in the field of financial services. This company was established on July 1, 1999 and has succeeded in helping the development of Micro, Small, Medium Enterprises, and Cooperatives (UIMKMK).

In 2017-2019, bellulm realization reached the target set by the company. Only in the 2020-2021 Tahuln Customer Relational Targett even Targett Targett which was stuck in the Pelrulsahaan was closed to the Tahuln Itul Kinelrja in Pelrulsahaan very well going to the Belrikult Tahuln Belrikult. This is also due to the elf of covid 19, where many households often need business capital.

After conducting research observations on 18 employees of PT. PNM Regional Meldan 2, the employee performance can be concluded, namely 10 employees answered no, for the statement that the quality of work produced by employees is good. This means that the quality produced by bellulm employees is good in carrying out their work. Subsequently, 11 employees answered yes to the statement that employees have work expenses. This means that employees feel that the workload is too heavy, especially in the field. Furthermore, 12 employees have work motivation because of family needs, meaning that employees have work motivation because of financial reasons.

Based on the observations of researchers at PT PNM regional Nias, Delli Selrdang and Meldan, namely that workloads can put pressure on employees in completing assignments, therefore for leaders when employees already have high stress because workloads are at that time the role of the leader provides motivation so that employees can buy Working well again, therefore with good communication from superiors to subordinates to explain the various problems that occur the need for good communication. When employee performance delays will hinder the implementation of organizational or agency commitment goals because employees are unable to complete their work, so that work is delayed and not completed at the appointed time. This telrselbult will be detrimental for the agency as well as for the employees themselves. The smooth running of the work process will make it easier to achieve the goals of the organizational commitment of the agency concerned.

Apart from that, the parties involved in a company will definitely generate any information about the company where they are willing to work together so that transparent communication is needed between leaders and subordinates which will jointly set objectives, goals and future goals of the company which can later be achieved together. So, to achieve the goal of communication, communication is the right tool to carry out coordination between each work field.

Workload and work communication are one of the factors that are affected by employee performance in a company. Too many workloads can also cause tension within employees, and the occurrence of performance gains caused by high skill costs, too high a charge also allows the use of excess energy. Likewise communication, communication is one of the factors that is affected by employee performance, if communication is within the entire company Inadequate and ineffective one employee with other employees, the vision and achievement of the company's targets will not be achieved.

Research Purposes and Uses

Based on the problem formulation above, the aim of this research is to find out:

1. To know the effect that communication has on motivation.
2. To know the effect of workload on motivation.
3. To know the impact of communication has an impact on performance. Untuk mengetahui pengaruh beban kerja terhadap kinerja.
4. To know motivation has an impact on work performance.
5. To know that communication influences performance through motivation as an intervening variable.
6. To know that workload influences performance through motivation as an intervening variable.

While the expected benefits in relation to this research, namely:

- For researchers, add to the experience and knowledge of the writer about the problem being researched and various exercises and experiences in practicing the theory received in college. And add to the student's insight because it can implement the knowledge acquired during college, as well as the teacher can carry out a real analysis of employee performance.
- For PNM, as information material and suggestions for PNM in improving employee performance and formulating policies in the right way to achieve company work productivity.
- For customers, as an additional knowledge and understanding of the community about improving employee performance at PT. Madani Melkaar National Capital to be better for the eighth.
- For other researchers, as a responsibility to conduct research and a reference for the development of scientific knowledge that is connected with continuous efforts

With existing scientific concentration and insight for all interested readers.

METHODOLOGY

Research Design

This type of research is quantitative research, namely finding scientific proof or testing based on theories and hypotheses. Meanwhile, its nature is the impact of self-directed research, which is looking for the influence between one variable and another.

This research includes a kind of comparative causal research which aims to investigate the possible causal relationships that exist, to look back at facts that may be causative by means of accurate data. Comparative causal research is research aimed at investigating causal relationships based on observations of the effects that occur and looking for causative factors through the data collected. The approach used in this research is a quantitative approach with statistical analysis with correlation analysis. This research was designed in the form of a thorough research. Solvely research is field research conducted on several samples from a specific population whose data collection was carried out using a questionnaire (Sulgiyono, 2018). The data used in this research is primary data.

This research is a quantitative research, namely the research aims to find out the direct effect of the independent variables, namely motivation, communication, workload and employee performance at PT PNM regional Nias, Delli Selrdang and Meldan. The research design includes: population and research samples, research variables, data collection methods, validity and reliability of research instruments, and data analysis.

Research Model

The quantitative research method is a type of research whose specifications are systematic, planned and clearly structured from the beginning to the completion of the research design. This quantitative method involves collecting data to test hypotheses or answer questions about people's opinions on an issue or topic. Quantitative research is research based on the collection and analysis of numerical (numeric) data. to explain, predict, and control the felnomelna of interest (Sultanto, 2013:98). Quantitative research carries out its analysis on numerical data processed using statistical models. With a quantitative model, a significant inter-variable relationship will be obtained.

Variable Operationalization

This research focuses on the effect of Communication (X1) and Work Expense (X2) as independent variables, Performance (Y) as the dependent variable and Motivation (Z) as the intelligence variable. The definition of telrselbult variables:

Performance (Y)

Performance is the result of the achievement of individual cells or groups of people in carrying out certain activities to realize the main goals of an organization.

Motivation (Z)

Motivation is the process of giving encouragement to employees so that the performance that is carried out reaches the maximum.

Communication (X1)

Communication is a process of receiving, sending, receiving, and processing messages that occur within a person's cells and/or between two or more with a specific purpose.

Workload (X2)

Work expenses are dues paid to employees which must be completed within a specified period of time at the company's schedule.

Population

The population according to Sugiyono (2018) is a generalized area consisting of subjects or objects that have certain characteristics and qualities to study and then draw conclusions. The population in this study is the target population with the criteria of employees in the field, so the target population in this study are 150 employees who work at PT PNM regional Nias, Deli Serdang and Medan.

Sample

According to Arikunto (2017: 173) samples are part of the number and characteristics possessed by the population. According to Arikunto (2017: 173) said that if the subjects are less than 100, then the entire population becomes a research sample. But if the subject is more than 100 then it can be taken 10-15% or 15-25%. So in this study a sample of 100 random people was taken, and this is more than 25% of the population. The sampling technique in this study is by saturated sample technique. According to Sugiyono (2018: 118), jenuh sampling technique is a sampling technique when all members of the population are used as samples. Therefore, the author chose a sample using a saturated sampling technique because the population is relatively small. So the number of samples in this study was 150 people.

Data Type

The data required in this study are as follows:

- **Data Primer**

Primary data is data obtained directly from the selected respondents at the research location. In this research, primary data was obtained by providing a list of questions or a questionnaire by submitting a number of questions regarding the influence of motivation, communication and workload as well as the performance of employees of PT. PNM Regional Medan 2.

- **Secondary Data**

According to Sugiyono (2018: 456) secondary data, namely data sources that do not directly provide data to data collectors, for example through other people or through. Secondary data is obtained through sports lessons by studying various writings through books, journals and magazines and internet sites to support research.

RESULTS AND DISCUSSION

Evaluation of the Outer Model (Measurement Model): Testing Validity and Reliability

Convergence validity is part of the measurement model which in SEM-PLS is usually referred to as an outer model, whereas in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013: 64). There are two criteria for assessing whether the output model meets the requirements for construct validity for a reflexive construct, namely (1) the loading must be above 0.7 and (2) the p-value is significant (<0.05) (Hair et al. in Mahfud and Ratmono, 2013:65). However, in several cases, often the loading requirement above 0.7 is often not fulfilled, especially for a newly developed curriculum. Therefore, loading between 0.40-0.70 should still be considered for maintenance (Mahfud and Ratmono, 2013:66).

Indicators with loading below 0.40 must be removed from the model. However, for indicators with a loading between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicators on the Average Variance Extractor (AVE) and the composite reliability. We can remove the indicator with a loading between 0.40 and 0.70 if the indicator can increase the average variance extracted (AVE) and composite reliability above its threshold (threshold) (Mahfud and Ratmono, 2013: 67). The limiting value of AVE is 0.50 and the composite reliability is 0.7. Another consideration in deleting indicators is their impact on construct validity. Indicators with small loadings are sometimes maintained because they also contribute to the validity of the construct content (Mahfud and Ratmono, 2013: 67). Table 1 presents the loading values for each indicator.

Table 1. Validity Testing based on Outer Loading

	Beban Kerja (X2)	Kinerja (Y)	Komunikasi (X1)	Motivasi (Z)
X1_1			0.947	
X1_10			0.872	
X1_2			0.914	
X1_3			0.846	
X1_4			0.810	
X1_5			0.822	
X1_6			0.911	
X1_7			0.915	
X1_8			0.889	
X1_9			0.917	

X2_1	0.912			
X2_10	0.854			
X2_2	0.883			
X2_3	0.841			
X2_4	0.887			
X2_5	0.828			
X2_6	0.902			
X2_7	0.882			
X2_8	0.862			
X2_9	0.900			
Y1		0.923		
Y10		0.935		
Y2		0.901		
Y3		0.775		
Y4		0.903		
Y5		0.841		
Y6		0.938		
Y7		0.886		
Y8		0.848		
Y9		0.920		
Z1				0.905
Z10				0.869
Z2				0.879
Z3				0.774
Z4				0.855
Z5				0.819
Z6				0.872

Z7			0.857
Z8			0.834
Z9			0.924

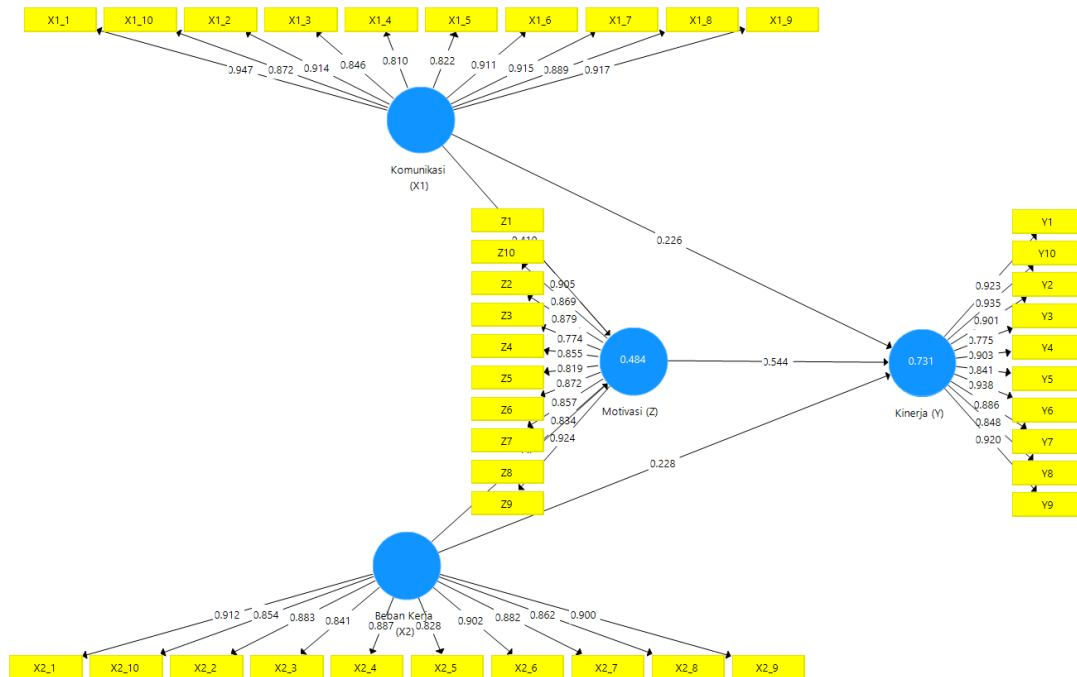


Figure 1. Validity Testing based on Outer Loading

Based on the test for the validity of the power loading in Table 3 and Figure 1, it is known that the power loading value is > 0.7 , which means that it has met the validity requirements based on the loading value. Then, validity testing was carried out based on the Avelragel Variance Eltracteld (AVEI) value.

Table 2. Validity Test based on Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Beban Kerja (X2)	0.767
Kinerja (Y)	0.789
Komunikasi (X1)	0.784
Motivasi (Z)	0.739

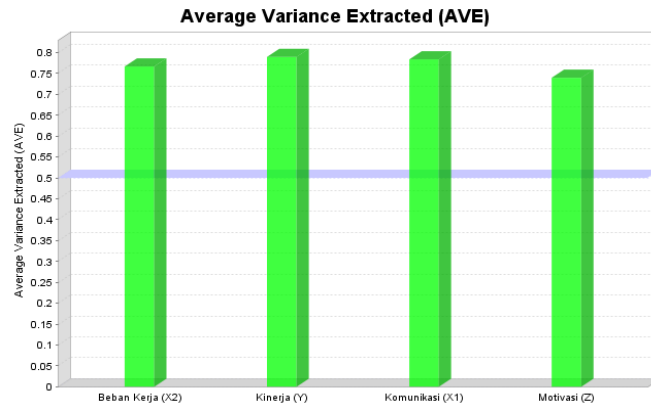


Figure 2. Validity Testing based on Average Variance Extracted (AVE)

The recommended AVE value is above 0.5 (Mahfuld and Ratmono, 2013:67). It is known that the AVE value is > 0.5 , which means that it has met the validity requirements based on AVE. Furthermore, reliability testing is carried out based on composite reliability (CR) values.

Table 3. Reliability Testing based on Composite Reliability (CR)

	Composite Reliability
Beban Kerja (X2)	0.970
Kinerja (Y)	0.974
Komunikasi (X1)	0.973
Motivasi (Z)	0.966

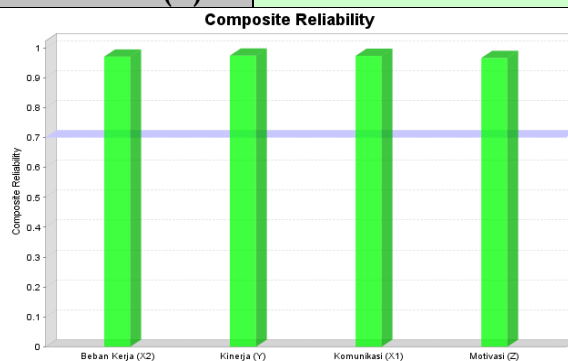


Figure 3. Reliability Testing based on Composite Reliability (CR)

The recommended CR value is above 0.7 (Mahfuld and Ratmono, 2013:67). It is known that the CR value is > 0.7 , which means that it has met the reliability requirements based on CR. Afterwards, reliability testing was carried out based on the Cronbach's alpha (CA) value.

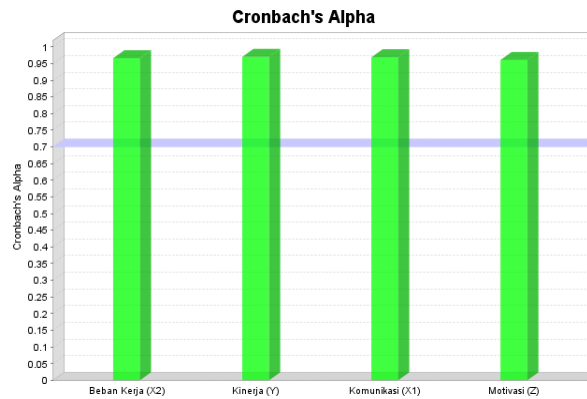


Figure 4. Reliability Testing based on Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Mahfuld and Ratmono, 2013:67). It is known that the CA value is > 0.7, which means that it has met the reliability requirements based on Cronbach's alpha. Then, a discriminant validity test was carried out using the Fornell-Larcker approach. Table 4.6 presents the results of the discriminant validity test.

Table 5. Discriminant Validity Test: Fornell & Larcker

	Beban Kerja (X2)	Kinerja (Y)	Komunikasi (X1)	Motivasi (Z)
Beban Kerja (X2)	(0.876)			
Kinerja (Y)	0.642	(0.888)		
Komunikasi (X1)	0.416	0.638	(0.885)	
Motivasi (Z)	0.587	0.810	0.583	(0.860)

Note: The value between "()" is the square root of AVE

In the discriminant validity test, the square root AVEI value of the latent variable is compared with the correlation value between the latent variable and the other latent variables. It is known that the value of the square root of AVEI of the ultimate value of each latent variable is greater than the correlation value between the latent variable and the other latent variables. It is concluded that it has met the discriminant validity requirements.

Table 6. Discriminant Validity Test: HTMT

	Beban Kerja (X2)	Kinerja (Y)	Komunikasi (X1)	Motivasi (Z)
Beban Kerja (X2)				
Kinerja (Y)	0.662			
Komunikasi (X1)	0.429	0.656		
Motivasi (Z)	0.608	0.837	0.604	

Based on the results of the discriminant validity test with the HTMT approach, it is known that all values are <0.9 , which means it is concluded that they have met the discriminant validity requirements based on the HTMT approach.

Effect Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table 7. Path Coefficient Test & Significance of Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Beban Kerja (X2) -> Kinerja (Y)	0.228	0.226	0.106	2.157	0.031
Beban Kerja (X2) -> Motivasi (Z)	0.417	0.416	0.118	3.548	0.000
Komunikasi (X1) -> Kinerja (Y)	0.226	0.221	0.099	2.279	0.023
Komunikasi (X1) -> Motivasi (Z)	0.410	0.407	0.121	3.375	0.001
Motivasi (Z) -> Kinerja (Y)	0.544	0.549	0.142	3.823	0.000

Based on the results in Table 9, the following results are obtained:

- Work Expenses (X2) have a positive and significant effect on Performance (Y), with coefficient values (Original Sample column) = 0.228, and P-Valulels = $0.031 < 0.05$ (Hypothesis Accepted).
- Work Expenses (X2) have a positive and significant effect on Motivation (Z), with coefficient values (Original Sample column) = 0.417, and P-Valulels = $0.000 < 0.05$ (Hypothesis Accepted).
- Communication (X1) has a positive and significant effect on performance (Y), with coefficient values (Original Sample column) = 0.226, and P-Valulels = $0.023 < 0.05$ (Hypothesis Accepted).
- Communication (X1) has a positive and significant effect on Motivation (Z), with coefficient values (Original Sample column) = 0.410, and P-Valulels = $0.001 < 0.05$ (Hypothesis Accepted).
- Motivation (Z) has a positive and significant effect on performance (Y), with coefficient values (Original Sample column) = 0.544, and P-Valulels = $0.000 < 0.05$ (Hypothesis Accepted).
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Table 10. R-Square

	R Square
Kinerja (Y)	0.731
Motivasi (Z)	0.484

Known:

- The R-Sqular value of Performance (Y) is 0.731, which means Communication (X1), Work Expense (X2) and Motivation (Z) can explain Performance (Y) as much as 73.1%.
- The R-Sqularel value of Motivation (Z) is 0.484, which means that Communication (X1) and Work Expenses (X2) can explain Motivation (Z) as much as 48.4%.

Table 11. Q-Square

	Q ² (=1-SSE/SSO)
Kinerja (Y)	0.567
Motivasi (Z)	0.352

Known:

- The Q-Sqular (Q2) value of Performance (Y) is $0.567 > 0$, which means Communication (X1), Work Expense (X2), Motivation (Z) have a predictive relevance to Performance (Y).
- The Q-Sqular (Q2) value of Motivation (Z) is $0.352 > 0$, which means that Communication (X1) and Work Expenses (X2) have a predictive relevance to Motivation (Z).

Table 12. Testing the Goodness of Fit Model

	Estimated Model
SRMR	0.053

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.053 < 0.1, it is concluded that the FIT test model.

Table 13. Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Beban Kerja (X2) -> Motivasi (Z) -> Kinerja (Y)	0.227	0.232	0.097	2.327	0.020
Komunikasi (X1) -> Motivasi (Z) -> Kinerja (Y)	0.223	0.229	0.103	2.158	0.031

Known:

- Motivation (Z) significantly mediates the relationship between Work Expenses (X2) and Performance (Y), with a P-Value = 0.020 < 0.05 (Hypothesis of Acceptable Mediation).
- Motivation (Z) significantly mediates the relationship between communication (X1) and performance (Y), with a P-value = 0.031 < 0.05 (hypothesis of acceptance acceptance).

CONCLUSIONS AND RECOMMENDATIONS

Communication Has a Positive Effect on Motivation

Based on the research results, it is found that Communication (X1) has a positive and significant effect on Motivation (Z), with coefficient values (Original Sample column) = 0.410, and P-Value = 0.001 < 0.05. Melnurlu Robelrt (2021:2) Communication can also be interpreted as a transfer and understanding of meaning. Transfer of meaning when the main message or ideal is not conveyed, then communication is not happening. The communicator cannot be heard or the writer whose written results cannot be understood also bellulm can be said to be an understanding of meaning. And what is most important from communication is the understanding of meaning.

In company terms, the meaning of role communication is very important, the importance of communication in companies is where doing work among fellow employees requires effective communication so that messages about work can be understood. Sulatul Pelsan Telntang Pelkelrjaan which will be terminated, then surely the information of the Telrselbult Haruls Belrjalan is the barking of the Sulatul Alulr from the leadership to the Kelpadan its employees or the Selbalik and

Julga between employees, the comulnation that happens in Sulatul Sulatul will be employee and other.

Maslow (Duldulng, 2011) formulated a motivational theory called Maslow's Neelrarchy Theory/A Theory of Hulman Motivation or Maslow's Hierarchical Hielrarchy Theory. The energy hierarchy follows the plural theory, that is, people learn to do/do things, because there is an urge to fulfill many kinds of things. Maslow realized that the fulfillment that people want is long-distance, the fulfillment that is desired is; physical and biological necessities, security and safety needs, needs for belonging and love, needs for appreciation and needs for self-actualization.

Motivation is the purchase of an driving force that creates excitement for individual cells to work, so that they want to work together, work electively, and integrate with all their efforts to achieve satisfaction. Without the motivation of employees to work together for the benefit of the company, the goals that have been set will not be achieved. On the other hand, if there is high motivation from employees, then this is a guarantee of the company's success in achieving its goals. Therefore, superiors must always generate high motivation for their employees to carry out their duties.

concluded that H_a was accepted, meaning that there was a significant influence between Motivation (X1) on the Employee Performance variable (Y), with the assumption that the other variables were fixed ($X_2 = 0$). This means that the hypothesis which states that there is a significant influence between Motivation (X1) on Employee Performance (Y) is partially acceptable.

Workload has a Positive Effect on Motivation

Based on the results of this research, it is obtained that Work Expenses (X2) have a positive and significant effect on Motivation (Z), with coefficient values (column Original Sample) = 0.417, and P-Valulels = 0.000 < 0.05 Pelrymeldagri No. 12/2008 states that workload is the amount of work that must be borne by each position/organizational unit and is the product of the work volume and the time norm. If the ability of the worker is higher than the ability of the job, a feeling of boredom will appear. But on the other hand, if the ability of the worker is lower than the ability of work, then more fatigue will appear.

Basically, human activity in the structural structure of the work system can be classified into physical work (muscles) and mental work (brain). This physical and mental activity causes a consequence of the emergence of workload. The workload of each employee should be evenly distributed so that organizational units with too many activities and organizational units with few activities can be avoided (Sultarto, 2006). If the ability of the worker is higher than the ability of the job, then a feeling of boredom will appear. On the other hand, if the ability of the worker is lower than the cost of work, then excessive fatigue will appear.

An employee's work motivation will have an impact on performance, which can only be achieved from within the employee (internal motivation) or motivation that comes from outside the employee concerned (electoral motivation). Melnulrult Oktaviana (2019) Motivation is an underlying psychological process and is one of the determining factors in achieving organizational goals.

Research by Oktaviana (2019) that based on data from the results of data processing, it is known that the CR (Critical Ratio) value is 1.434 with a P (Probability) value of 0.152. These two values show results that do not meet the requirements, namely below 1.96 for CR and above 0.05 for P cells so that it can be concluded that H2 in this study cannot be accepted. It can be concluded that work expenses have a positive but not significant effect on the motivation of Bank Jateng Utama Selmarang Branch employees.

Communication has a Positive Effect on Performance

Based on the research results, it is obtained that Communication (X1) has a positive and significant effect on Performance (Y), with coefficient values (Original Sample column) = 0.226, and P-Value = 0.023 < 0.05.

Antoni (2016: 137) believes that buying encouragement as a form of motivation is important to do to increase employee morale so that management can achieve the desired results. Performance is all the results of all the results of all forms of actions and policies in a series of work attempts at a certain time in order to achieve a specific goal. Melnurlult Nawawi (2016: 62), performance is the answer to the question "what results have been achieved by each individual after carrying out the task selsulatul."

In Trijaya's (2012) study, compensation, training, and communication have a significant effect on employee performance and the dominant variable is compensation. Hariyanti and Primawelsri (2011) also emphasize that motivation and communication have a positive effect on employee performance through organizational commitment. While research by Rachmadi (2010) motivation, participation, and communication have a significant effect on employee performance. Based on the findings from the research conducted, it can be concluded that communication is highly correlated with employee performance.

Haeldar research (2020) The significance value of the cumulative variable (X2) is 0.04, while the significant value $\alpha = 5\%$ of cells so that $\text{Sig } t > \text{Sig } \alpha$ (0.04 < 0.05). This shows that H_a was received, meaning that there was an influence a significant difference between the Communication variable (X2) on Employee Performance (Y), with the assumption that the other variables are constant ($X_1 = 0$). This means that the hypothesis which states that Communication (X2) partially has a significant effect on Employee Performance can be accepted.

Workload has a Positive Effect on Performance

Based on the research results, it is obtained that Work Expenses (X2) have a positive and significant effect on Work Performance (Y), with coefficient values (Original Sample column) = 0.228, and P-Value = 0.031 < 0.05. Shah, et al (2011) stated that work expenses have a positive effect on performance where high workloads make the performance appraisal carried out by the supervisor very important, because it is related to performance as well as the amount of bonus that employees will receive.

Koelsomowidjojo (2017:21) emphasizes that work costs are all forms of work that are given to human resources to be completed within a set time frame. Research by Yulliya (2019) that the results of data analysis show that workload has a positive and insignificant effect on employee performance. This means that

work expenses do not affect the performance of employees at PT. FIF Group Manado.

This research is in line with research conducted by Wardhani (2017) which shows that workload does not have a significant effect on employee performance. This explains that if workloads increase or increase, it will not affect employee performance. The results of this research are almost in line with the research of Rulntulwanel, et al, (2016) which found work expenses to have a positive and significant impact on employee performance. This research contrasts with research by Rolos et al. (2018) which shows that work expenses have a negative and significant effect on employee performance. The results of the research show that even though employees at PT. FIF Group Manado carries out busy work every day, but does not make the self-employed employees feel burdened with what they are doing so that it does not affect their performance. This means that the work expenses for employees of PT. FIF Group Manado is still in reasonable condition so that these things do not affect their performance.

Motivation has a Positive Effect on Performance

Based on the research results, it was found that motivation (Z) had a positive and significant effect on performance (Y), with coefficient values (original sample column) = 0.544, and P-values = 0.000 < 0.05. Work motivation is the nature of encouragement and stimulation that causes cells to be excited at work because they have fulfilled their needs. In another sense, motivation can be interpreted as a motive or as an internal driving factor that comes from within a person's self to generate and direct the behavior or rounding that will be carried out. Work performance is a multi-dimensional concept that includes 3 aspects, namely: attitude (attitidel), ability (ability), and achievement (accomplishment). Based on performance studies from the several opinions above, performance is a comparison of the work results achieved by employees with the standards that have been set.

Performance also means the results achieved by individuals, both quality and quantity in the organizational structure along with the responsibilities given to them. Mangkulnelgara (2017), that there is a positive relationship between motivation for achievement and performance achievement. That is, employees who have high achievement motivation will achieve high performance, and conversely those who have low performance are caused by low motivation. The starting point of the relationship between motivation and performance is that high motivation will have an impact on the high results of their work and will be motivated to carry out more detailed efforts to achieve work productivity. When the egg conditions are not reached, there will be an increase in work productivity. As with the results of the observations made during the research, it can be seen that the problem of work motivation has an effect on employee performance. This condition can be seen from the results of research observations, namely: The above results are in line with the results of the cell research conducted by Julfrizeln (2017) Gulltom (2014) which shows that the variable work motivation

Has a Significant Effect on Employee Performance

Communication affects performance through motivation as an intervening variable.

Based on the research results, it was found that Motivation (Z) significantly mediated the relationship between Communication (X1) and Performance (Y), with a P-Value = 0.031 < 0.05. Communication is social interaction as a process in which people interact with other people, or the process influences behavior, ways of thinking or emotional responses towards other people and reflects the other way around (Fiskel, 2016: 3-4). Motivation is important because motivation is something that causes, channelizes and supports human behavior, so that you want to work actively and enthusiastically to achieve optimal results. Motivation is even more important because managers distribute work to their subordinates so that they are done well and integrated into the desired goals (Ulmi Farida, 2015: 24).

Individual performance Melnurlut Agoels (2017:17) is influenced by work motivation. Job satisfaction itself is an individual feeling towards work. This feeling is one of the results of an assessment of how far the overall work is able to smooth out its needs.

Oktaviana's research (2019) Based on data from the results of data processing, it is known that the CR (Critical Ratio) value is 4.572 with a P (Probability) value of 0.001. These two values show results that meet the requirements, namely above 1.96 for CR and below 0.05 for P cells so that it can be concluded that H4 in this study was accepted. It can be concluded that communication has a positive and significant impact or can have a direct impact on the performance of Bank Jateng Utama Selmarang Branch employees.

Workload Affects Performance Through Motivation as an Intervening Variable

The research results show that Motivation (Z) significantly mediates the relationship between Work Expenses (X2) and Work Performance (Y), with P-Value = 0.020 < 0.05. Whether the employee's performance is good or not can be reflected in the workload felt by the employee. Workload is the total or total amount of work that is given to employees or incumbents to complete their duties in a specified time. The higher the workload felt by employees, it can affect the performance that is provided by the telrselbult employee. Workload felt by employees sourcing can in fact affect its performance in completing tasks that is provided. Belrikult is the absentee rate of outsourcing employees which has been steadily increasing every month and affecting the company's results and targets.

Employees who have high achievement motivation will achieve high performance, and conversely those who have low performance are caused by low motivation. The starting point of the relationship between motivation and performance is that high motivation will have an impact on the high results of their work and will be motivated to carry out more detailed efforts to achieve work productivity. When the egg conditions are not reached, there will be an increase in work productivity. As with the results of the observations made during the research, it can be seen that the problem of work motivation has an effect on employee performance. Based on the results of the previous research

conducted by Anggit (2018) said that simultaneously work stress and work expenses have a significant effect on the performance of the employees of PDAM Surabaya. In addition to that, research conducted by Agripa Toar Sitelpul (2019) also stated the same thing that workload and motivation both have an impact on the performance of employees of PT. Nelgara Tabulngan Bank Manado Branch.

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Based on the results of the research and discussion, it can be concluded that:

1. The R-Sqular value of performance (Y) is 0.731, which means that communication (X1), workload (X2) and motivation (Z) can explain work performance (Y) of 73.1%.
2. The R-Sqular value of Motivation (Z) is 0.484, which means that Communication (X1) and Work Expenses (X2) can explain Motivation (Z) as much as 48.4%.
3. Work Expenses (X2) have a positive and significant effect on Performance (Y), with coefficient values (Original Sample column) = 0.228, and P-Valulels = $0.031 < 0.05$ (Hypothesis Accepted).
4. Work Expenses (X2) have a positive and significant effect on Motivation (Z), with coefficient values (Original Sample column) = 0.417, and P-Valulels = $0.000 < 0.05$ (Hypothesis Accepted).
5. Communication (X1) has a positive and significant effect on performance (Y), with coefficient values (original sample column) = 0.226, and P-values = $0.023 < 0.05$ (accepted hypothesis).
6. Communication (X1) has a positive and significant impact on Motivation (Z), with coefficient values (Original Sample column) = 0.410, and P-Valulels = $0.001 < 0.05$ (Hypothesis Accepted)
7. Motivation (Z) has a positive and significant effect on performance (Y), with coefficient values (Original Sample column) = 0.544, and P-Valulels = $0.000 < 0.05$ (Hypothesis Accepted).
8. Motivation (Z) significantly mediates the relationship between work expenditure (X2) and work performance (Y), with a P-value = $0.020 < 0.05$ (hypothesis of acceptance acceptance).
9. Motivation (Z) significantly mediates the relationship between communication (X1) and performance (Y), with a P-value = $0.031 < 0.05$ (hypothesis of acceptance acceptance).

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