

## Motivation and Workload Affect the Performance of Marketing and Production Employees PT. Rajawali Citramass

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### ABSTRACT

Human resources are a crucial component in a company. The existence of human resources can impact or influence the success of the company. This study aims to analyze the impact of work motivation and workload on employee performance in the marketing and production departments at PT Rajawali Citramass. A quantitative approach was applied in this study. The population of this study includes all employees of the marketing and production department at PT Rajawali Citramass as many as 60 people. The sampling technique applied is the saturated sampling method. The data analysis method used in this research is SmartPLS (Partial Least Square). The results of this study reveal that work motivation and workload load significantly positively on employee performance.

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## INTRODUCTION

In today's increasingly fierce industrial competition, every company needs tactics that can outperform other companies. One of the actions that can be taken by the company is to continue to innovate to achieve company goals. It is important for companies to pay attention to one aspect that can realize company goals, namely the need for quality resources, especially in human resources. Human resources are the main thing in the organization, so they need to be managed optimally and given more attention by fulfilling all their rights (Firmansyah & Septiono, 2022).

Regarding human resources that have contributed to the success of the company, it is necessary to optimize employee performance. Performance is a reflection of a person's achievement in achieving predetermined goals and making a significant contribution to the organization. Perfect performance will provide added value to the company because it can complete obligations as well as possible and maximize the work (Ircham & Iryanti, 2022).

PT. Rajawali Citramass is an industrial company engaged in the production of knitted plastic sacks which are used as packaging containers and to meet various industrial needs. Based on an initial survey at PT. Rajawali Citramass, problems were found related to employee performance that was not optimal.

Based on the initial survey of this company, the declining employee performance is due to the decline in employee work motivation which is characterized by the high absenteeism rate of the company and the non-achievement of production targets and sales targets per quarter of the year can affect employee performance.

In addition, the results of observations and questions and answers with several employees revealed a workload problem where when the company added targets with increasing difficulty but the company did not pay attention to the potential and existing resources. This makes employees passive to have a bad impact on employees and causes physical and mental fatigue which has an impact on the performance of employees.

Based on the background explanation that has been described, the researcher has an interest in carrying out in-depth research on "Motivation and Workload Affect the Performance of Marketing and Production Employees at PT. Rajawali Citramass".

## LITERATURE REVIEW

### *Work Motivation*

According to Hasibuan in (Ardhiansyah et al., 2021) motivation is an effort to encourage employee work so that employees are willing to give all their best abilities to achieve organizational goals. According to (Pambudi et al., 2023) explains that motivation has a very influential role in achieving goals in a company, therefore it is important to develop a motivation as an important part of achieving company goals. There are several indicators of work motivation according to Sadarmayanti in (Ardhiansyah et al., 2021) including: 1) Salary, 2) Supervision, 3) Policy and Administration, 4) Work Relations, 5) Working Conditions, 6) The Work Itself, 7) Opportunities for Advancement, 8) Awards, 9) Success, and 10) Responsibility.

### ***Workload***

According to Ahmad et.al in (Sasanti & Irbayuni, 2022) workload is all the tasks that must be carried out by employees and must be completed on time with a predetermined target and time. According to Ambarwati in (Rosida & Swasti, 2022) the burden of workers in work refers to a description of how many tasks must be completed within a predetermined time frame and the efforts of employees in solving problems related to their work. Indicators of workload according to Koesomowidjojo in (Sasanti & Irbayuni, 2022) include: 1) Job Conditions, 2) Effectiveness in Using Working Time, 3) Target Achievement.

### ***Employee Performance***

According to Mangkunegara in (Devianes & Adi, 2022) employee performance is the result of work done both in quality and quantity that each employee achieves in doing his job with the responsibilities that have been given to employees. According to (Ardiansyah & Adiwati, 2024) performance is the result of the dedication of workers in carrying out their duties with full responsibility in accordance with the authority given, this supports the achievement of the company's vision and mission containing the same direction as that set by the company. Indicators of employee performance according to Kasmir in (Sasanti & Irbayuni, 2022) include: 1) Quality, 2) Quantity, 3) Supervision, 4) Coworker Relations.

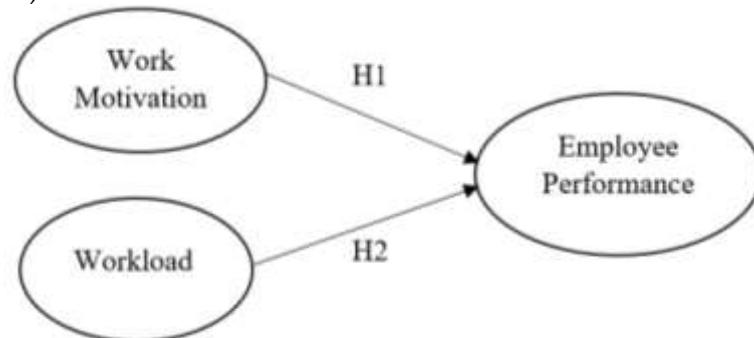


Figure 1. Conceptual Framework

### ***Relationship between Work Motivation and Employee Performance***

Motivation is a stage that can describe the strength, direction, and persistence of a person in trying to achieve goals (Robbins & Judge, 2019). With stable motivation, employees will be more focused at work and will have a good effect on the company. However, if the employee's work motivation obtained from the company is not good, it will reduce employee performance. In research by Zaky Alfian Viraldy and Mei Retno Adiwaty (2022), motivation has a positive effect on employee performance.

H1: Work motivation has a positive effect on employee performance at PT. Rajawali Citramass

### ***Relationship between Workload and Employee Performance***

Workload is a part that can have an influence on employee performance, too much burden on each employee can have an impact on employee performance (Dwi Indah Agustyaningrum & Sri Isnowati, 2024). Where the

higher guidance from the company to always improve the performance of each employee causes a lot of work demands that are not in line with the employee's ability to complete the work will cause a sense of fatigue due to the workload that cannot be resolved. In the research of Dwi Indah Agustyaningrum and Sri Isnawati (2024) shows that there is a negative influence between workload variables on employee performance.

H2: Workload has a negative effect on employee performance at PT. Rajawali Citramass

## METHODOLOGY

This research was conducted at PT Rajawali Citramass. The population in this study were 60 employees in the marketing and production departments at PT Rajawali Citramass. The sampling method used in this study applies non probability sampling with saturated sampling method. From the use of this overall data includes primary and secondary data. This research was conducted using a Likert scale. The data analysis technique uses Partial Least Square (PLS) with SmartPLS 4.0 software analysis tool.

## RESEARCH RESULT

### *Convergent Validity*

The following is the PLS conceptual model in this study after removing invalid indicators:

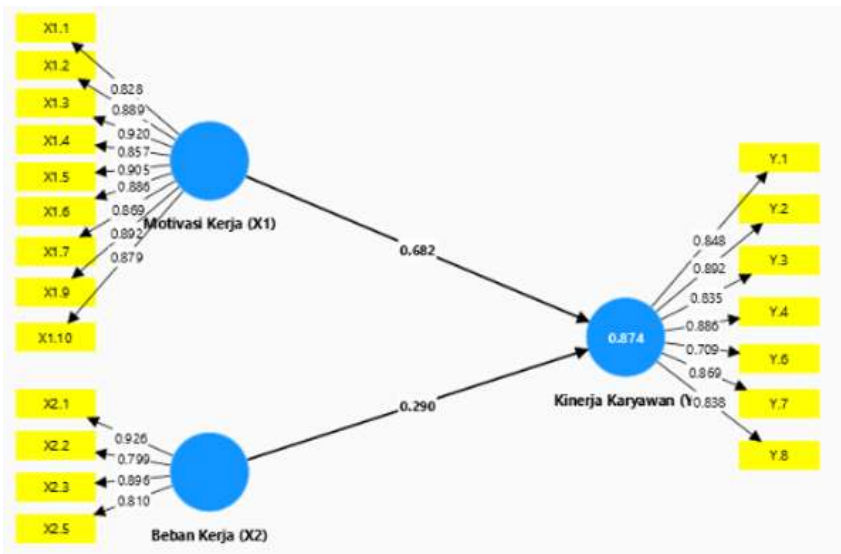


Figure 2. Measurement Model between Work Motivation, Workload, and Employee Performance

Source: Data Processing Output

Based on Figure 2 above, it can be stated that all variable indicators have a value > 0.7. Therefore, it can be concluded that all indicators are said to be feasible or valid for use in research.

**Discriminant Validity**

Table 1. Uji Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Work Motivation (X1)	0.776
Workload (X2)	0.739
Employee Performance (Y)	0.708

Source: Data Processing Output

Discriminant validity is declared valid if it is in the Average Variance Extracted (AVE) measurement value > 0.5. Based on the table above, it states that all variables have an AVE value > 0.5. Thus, it can be concluded that all variables in this study are considered valid and meet the established criteria.

**Reliability Test**

Table 2. Composite Reliability and Cronbach's Alpha

	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Cronbach's Alpha
Work Motivation (X1)	0.965	0.969	0.964
Workload (X2)	0.889	0.919	0.881
Employee Performance (Y)	0.934	0.944	0.930

Source: Data Processing Output

Composite reliability and Cronbach's alpha which are above 0.7 on a variable can be said to have good reliability. Based on this table, it shows that all variables meet the criteria of the reliability test, namely the value > 0.7. So, all of these variables are reliable.

**R-Square**

Table 3. R-Square

	R-Square	R-Square Adjusted
Employee Performance (Y)	0.874	0.869

Source: Data Processing Output

Based on the table above, it shows that the R-Square value is 0.874. This explains that the model is able to describe phenomena or problems related to Employee Performance by 87.4% which get the influence of Work Motivation and Workload. The remaining 12.6% is influenced by other variables besides Work Motivation and Workload.

**Hypothesis Testing**

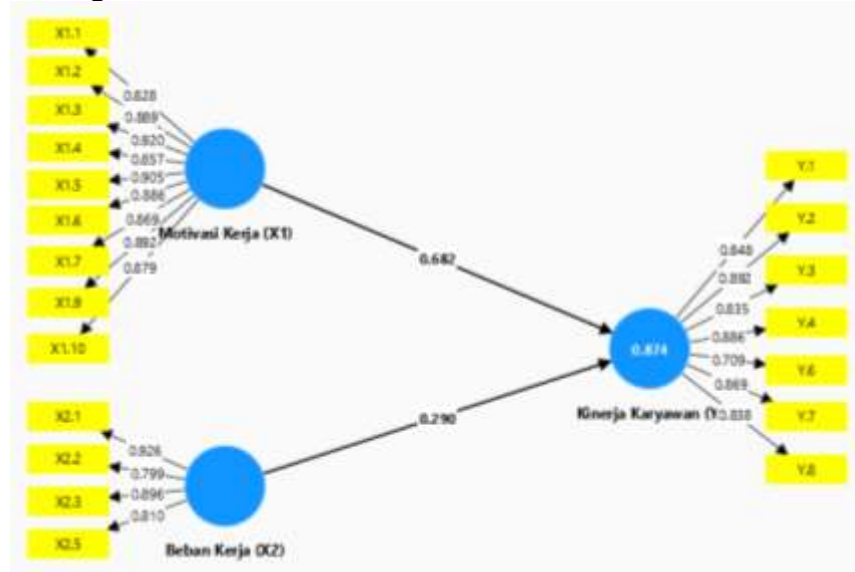


Figure 3. Path Coefficients Hypotesis Test  
 Source: Data Processing Output

Table 4. Path Coefficients – Mean, STDEV, T values, P values

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P values</i>
Work Motivation (X1) -> Employee Performance (Y)	0.682	0.662	0.091	7.495	0.000
Workload (X2) -> Employee Performance (Y)	0.290	0.304	0.089	3.257	0.001

Source: Data Processing Output

Based on the path coefficients table, it can be seen that the first hypothesis, namely Work Motivation (X1) has a positive effect on Employee Performance (Y), can be accepted, with path coefficients of 0.682 and p-values = 0.000 <0.05, so it is significant. Based on the path coefficients table, it can be seen that the second hypothesis, namely Workload (X2) has a positive effect on Employee Performance (Y), cannot be accepted, with path coefficients of 0.290 and p-values = 0.001 <0.05, so it is significant.

**DISCUSSION**

*The Effect of Work Motivation on Employee Performance*

Based on the results of the review, it can be stated that the work motivation variable has a positive effect on employee performance. This shows that the higher the motivation obtained by employees, the employees feel influenced in a job. Not only that, with consistent motivation, employees will be more concentrated in carrying out their duties to be able to meet company targets and improve employee performance.

This study contains the same direction as research from (Pambudi et al., 2023) and also (Zaky & Adiwati, 2022) revealed that there is a positive influence between work motivation variables on employee performance.

### ***The Effect of Workload on Employee Performance***

Based on the results of the review, it can be stated that the workload variable has a positive effect on employee performance. This shows that the high and low workload felt by employees is still able to complete the job and does not affect employee performance. It was also found that no matter how heavy the tasks and responsibilities carried out by employees did not make the workload even though it was felt that the workload was quite high. In the sense that employees are capable of their duties and can be completed at a predetermined time and hypotheses related to workload can affect employee performance in this study have no effect.

This study does not have the same content as research from (Dwi Indah Agustyaningrum & Sri Isnowati, 2024) suggesting a negative influence between workload on employee performance. However, this study is in line with research by (Rosida & Swasti, 2023) revealing that workload has a positive effect on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Conclusions***

The final results reveal that work motivation contributes to employee performance at PT Rajawali Citramass. The greater the motivation obtained by employees will have an influence in a job to be able to improve employee performance. Then the workload variable does not fully contribute to employee performance at PT Rajawali Citramass. High or low workload or no matter how heavy the tasks and responsibilities carried out by employees; employees are still able to complete their work.

### ***Recommendations***

Based on the summary above, researchers can provide several recommendations that can be used as material for consideration, namely in the aspect of work motivation, maintaining motivation by providing up to increasing incentives and appreciating the work that has been achieved so that employees are always excited and more motivated in all activities within the company. In the aspect of workload, keep paying attention to work efficiency which can have an impact on the workload carried out by employees. Working conditions that are filled with many rules can have an impact on the volume of work that must be completed by employees.

## **ADVANCED RESEARCH**

In work motivation, motivated employees will contribute to their work and company and the company must continue to pay attention to the level of motivation of its employees. In workload, employees and companies must continue to pay attention to work efficiency. For future research, it is recommended to develop other variables that are not listed in this study and have

the potential to affect employee performance improvement such as: work environment, compensation, and competitive advantage.

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