

The Effect of Workload and Internal Communication on Employee Performance of BPS Kubu Raya Regency with Work Motivation as Mediation

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Abstract

Objective: This study aims to examine the influence of workload and internal communication on employee performance at the Central Bureau of Statistics (BPS) of Kubu Raya Regency, with work motivation as a mediating variable.

Design/Methods/Approach: The research employed a quantitative approach using an associative-causal design. The population comprised 30 employees, all included as the sample through saturated sampling. Data were collected using questionnaires, interviews, and literature reviews, and analyzed with multiple regression and the Sobel test using SPSS version 31.

Findings: The results indicate that workload and internal communication significantly affect work motivation. Both variables negatively impact employee performance, while work motivation has a positive and significant effect on performance. Mediation analysis shows that work motivation does not mediate the relationship between workload and performance but significantly mediates the effect of internal communication on performance.

Originality/Value: This study enriches organizational behavior literature by providing empirical evidence on the mediating role of motivation in public institutions. It also highlights how internal communication can enhance performance through motivation, whereas excessive workload directly reduces performance.

Practical/Policy Implication: The findings suggest the need for proportional workload distribution, effective internal communication strategies, and motivation-enhancing programs such as recognition systems and career development initiatives to improve employee performance in public organizations.

Keywords: Workload, Internal Communication, Work Motivation, Employee Performance, Mediation

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Introduction

Employee performance plays a crucial role in ensuring the success of an organization, particularly in government institutions such as the Central Bureau of Statistics (BPS) of Kubu Raya Regency, which is responsible for providing accurate and high-quality statistical data for decision-making. Effective performance within this organization is essential to maintain the quality and timeliness of statistical outputs. Recent observations indicated that more than 40% of employees experience unbalanced workloads and coordination challenges, suggesting potential issues related to workload distribution, internal communication, and work motivation. These issues are significant because they directly affect productivity, accuracy, and organizational effectiveness.

Previous studies have confirmed the influence of these factors on performance. (Sutrisno et al., 2020) found that excessive workload can negatively affect employee performance, while (Pally et al., 2023) highlighted the importance of internal communication in improving performance. Additionally, (Nining, A. et al., 2023) demonstrated that work motivation significantly contributes to performance improvement. Other studies, such as (Agusri et al., 2024) and (Dewi et al., 2023), emphasized the mediating role of motivation between organizational factors and employee performance.

However, research focusing on government statistical institutions remains limited, and few studies examine the mediating effect of work motivation within this context. Furthermore, most previous studies primarily investigated the private sector or large organizations, where dynamics differ from smaller, highly structured government agencies. This study introduces a novel perspective by analyzing the mediating effect of work motivation on the relationship between workload, internal communication, and employee performance in a government statistical institution.

The main objective of this study is to examine and analyze the effect of workload and internal communication on employee performance, with work motivation serving as a mediating variable. Specifically, the research addresses the following questions: (1) How do workload and internal communication influence work motivation? (2) How do workload and internal communication impact employee performance? (3) Does work motivation mediate these relationships?

This study employs a quantitative approach with an associative-causal design. Data were collected through questionnaires distributed to all 30 employees of BPS Kubu Raya Regency using a saturated sampling technique. The analysis involves multiple regression and the Sobel test using SPSS version 31.

The remainder of this article is structured as follows: The second section reviews relevant literature and develops hypotheses. The third section describes the research method, while the fourth section presents the results and discussion. The final section provides conclusions, implications, and recommendations for future research.

Literature Review and Hypotheses Development

Workload

Workload refers to the amount of tasks assigned to an employee that must be completed within a certain time frame. According to (Vanchapo, 2020), workload is the process or activities that must be completed by an employee within a specific period. Excessive workload can lead to stress, decreased productivity, and employee dissatisfaction. (Nabila & Syarvina, 2022) stated that workload can be measured through three indicators: (1) targets to be achieved, (2) working conditions, and (3) work standards. Previous studies, such as (Sutrisno et al., 2020), revealed that workload significantly influences employee performance, often in a negative direction when it exceeds reasonable limits.

Internal Communication

Internal communication refers to the exchange of information within an organization, both vertically and horizontally, to ensure coordination and the achievement of goals (Suwanto et al., 2021); (Hidayat, 2021); (Chandra et al., 2023) identified five indicators of internal communication: openness, empathy, supportive attitude, positive attitude, and equality. Effective internal communication helps build a conducive work environment, reduce misunderstandings, and improve overall organizational performance.

Work Motivation

Work motivation is a driving force that encourages employees to work effectively to achieve organizational goals. According to (Goni et al., 2021), motivation plays a key role in maintaining job performance and organizational sustainability. (Hasibuan, 2019) classified work motivation into five needs: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Motivation is often identified as a mediating variable that links organizational factors, such as workload and communication, with employee performance (Agusri et al., 2024); (Dewi et al., 2023).

Employee Performance

Employee performance is the result achieved by an individual in fulfilling their job responsibilities, both in terms of quality and quantity (Pratiwi et al., 2022). (Dessler, 2020) suggested that employee performance can be assessed through five indicators: work quality, work quantity, timeliness, responsibility, and teamwork. Prior research indicates that motivation and communication significantly affect employee performance, while workload may have a negative impact if not managed properly.

Hypotheses Development

Based on the literature review, the following hypotheses are proposed:

H1: Workload has a significant effect on work motivation.

H2: Internal communication has a significant effect on work motivation.

H3: Workload has a significant effect on employee performance.

H4: Internal communication has a significant effect on employee performance.

H5: Work motivation mediates the effect of workload on employee performance.

H6: Work motivation mediates the effect of internal communication on employee performance.

H7: Work motivation has a significant effect on employee performance.

Method

This study adopts a quantitative research approach with an associative-causal design, aiming to examine the relationship between workload, internal communication, work motivation, and employee performance. The research was conducted at the Central Bureau of Statistics (BPS) of Kubu Raya Regency. The population consisted of 30 employees, and due to the relatively small size, all members were included as the sample using a saturated sampling technique.

Data were collected through questionnaires, interviews, and literature review. The questionnaire items were developed based on indicators of each variable using a four-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree." Before hypothesis testing, data validity and reliability were examined using Pearson Product Moment correlation and Cronbach's Alpha, respectively.

Data analysis was performed using multiple regression to test the direct effect of workload and internal communication on employee performance and work motivation. The Sobel test was applied to examine the mediating role of work motivation. SPSS version 31 was used for statistical computation.

Result and Discussion

Hypothesis Testing

The results of hypothesis testing for both direct and indirect effects are summarized in Table 1. This table includes the regression coefficients, standard errors, t-statistics, significance levels, and model summary indicators (F-test, R^2 , Adjusted R^2).

Table 1. Regression and Mediation Test Results

Model	Independent Variable	Dependent Variable	B	Std. Error	t	Sig.
Direct Effects	Workload	Employee Performance	-0.136	0.043	-3.180	0.004
	Internal Communication	Employee Performance	-0.171	0.055	-3.139	0.004
	Work Motivation	Employee Performance	0.114	0.038	2.977	0.006
Indirect Effects	Workload	Work Motivation	0.834	0.312	2.674	0.012
	Internal Communication	Work Motivation	1.174	0.134	8.731	<0.001
Model Summary	F-test		9.760			<0.001
	R ²		0.530			
	Adjusted R ²		0.475			
	Std. Error of Estimate		0.555			

Source: SPSS 31, Data diolah 2025

Table 3 shows that workload has a negative and significant effect on employee performance ($B = -0.136$, $t = -3.180$, $p = 0.004$), supporting H3. This indicates that higher workload tends to reduce employee performance. Similarly, internal communication has a negative and significant effect on employee performance ($B = -0.171$, $t = -3.139$, $p = 0.004$), confirming H4. Meanwhile, work motivation exhibits a positive and significant influence on employee performance ($B = 0.114$, $t = 2.977$, $p = 0.006$), thereby supporting H7.

For the indirect effects, workload significantly affects work motivation ($B = 0.834$, $t = 2.674$, $p = 0.012$), confirming H1, and internal communication strongly influences work motivation ($B = 1.174$, $t = 8.731$, $p < 0.001$), supporting H2. The overall regression model is statistically significant ($F = 9.760$, $p < 0.001$) with an R^2 of 0.530, indicating that 53% of the variation in employee performance is explained by workload, internal communication, and work motivation.

Mediation Analysis

The mediation analysis was performed using the Sobel test. The results reveal that work motivation does not mediate the effect of workload on employee performance ($Z = 0.600 < 1.96$), which means H5 is not supported. Although workload affects motivation, its indirect effect on performance through motivation is not statistically significant. Conversely, work motivation significantly mediates the relationship between internal communication and employee performance ($Z = 2.404 > 1.96$), thus H6 is supported. This indicates that internal communication improves performance indirectly by enhancing employees' work motivation.

Discussion

The negative effect of workload on employee performance aligns with the findings of (Sutrisno et al., 2020) and (Egarini & Prastiwi, 2022), who argue that excessive workload can cause stress and fatigue, leading to decreased efficiency and performance. However, the positive relationship between workload and work motivation in this study can be explained by qualitative insights obtained from interviews with employees. Respondents indicated that a higher workload is often associated with greater opportunities for incentives or additional compensation. This perception encourages employees to view increased workload as a potential source of financial or professional rewards, which in turn enhances their motivation. Nevertheless, when the workload becomes excessive and exceeds employees' capacity, the negative consequences such as stress and fatigue outweigh the motivational benefits and ultimately lower performance.

The negative effect of internal communication on employee performance is contrary to common theoretical assumptions and prior studies such as (Pally et al., 2023) and (Suwanto et al., 2021), which typically report a positive relationship. This unexpected result may reflect the context of BPS Kubu Raya Regency, where internal communication is often formal and bureaucratic, potentially creating delays and information overload rather than fostering clarity and collaboration. This finding emphasizes that the quality and efficiency of communication matter more than frequency, and ineffective communication structures can hinder performance even when communication occurs.

The positive impact of work motivation on employee performance is consistent with previous research by (Nining, A. et al., 2023) and (Goni et al., 2021), as well as Maslow's hierarchy of needs, which suggests that fulfilling psychological and self-actualization needs drives employees to perform better. Motivation acts as a critical personal resource that enhances commitment, effort, and persistence in task completion.

Regarding mediation, the finding that work motivation does not mediate the relationship between workload and performance suggests that although workload can stimulate motivation at moderate levels, partly due to the perception of increased incentives, the direct negative impact on performance outweighs any motivational gains. This is consistent with (Dewi et al., 2023), who argue that extreme workloads lead to diminishing returns in performance outcomes. Conversely, the significant mediation effect of work motivation in the internal communication and performance relationship highlights the importance of motivational processes in transforming communication quality into performance gains. This supports (Agusri et al., 2024), who found that internal communication improves motivation by fostering trust, clarity, and engagement, which ultimately enhances performance.

Conclusion and future direction

This study concludes that workload and internal communication significantly influence work motivation and employee performance at the Central Bureau of Statistics (BPS) of Kubu Raya Regency. Workload and internal communication positively affect work motivation, while both variables negatively affect employee performance. Furthermore, work motivation has a positive effect on employee performance. Regarding mediation, work motivation does not mediate the relationship between workload and performance but significantly mediates the effect of internal communication on performance.

These findings have theoretical implications for strengthening the mediating role of motivation in organizational behavior research and practical implications for improving employee performance through proportional workload distribution, effective internal communication, and strategies to enhance work motivation.

Future research could involve a larger sample size, apply a longitudinal approach, or include other variables such as leadership style and organizational culture to provide a more comprehensive understanding of factors influencing employee performance.

Implication

Theoretical Implication:

The results of this study enrich the literature on organizational behavior, especially regarding the mediating role of work motivation in the relationship between internal communication and employee performance. This study also provides evidence that workload does not always decrease motivation, but its excessiveness can reduce performance.

Managerial Implication:

The management of BPS should ensure that workload is distributed proportionally to avoid excessive pressure on employees. Strengthening internal communication through transparent information sharing and collaborative systems is essential to enhance employee motivation. Additionally, developing programs that increase work motivation, such as recognition systems, career development, and employee engagement initiatives, can further improve performance.

Conflict of Interest (compulsory)

The authors declare that there is no conflict of interest regarding the publication of this article. All research processes, data analysis, and interpretation of results were conducted independently without any financial or non-financial influence from any parties.

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