

The Influence of Organizational Climate and Workload on Performance with Motivation as a Mediator at the Office of Animal, Fish, and Plant Quarantine Center in Lampung

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Abstract

Employee performance is a key concern at the Animal, Fish, and Plant Quarantine Office of Lampung, where it currently falls short of the required standards. This study investigates how organizational climate, workload, and work motivation are related to employee performance. Data was collected from 94 respondents through questionnaires, using a quantitative approach and analyzed with Partial Least Squares (PLS) and Structural Equation Modeling (SEM-PLS). Results showed that organizational climate and workload significantly impact performance. Work motivation also has a strong positive effect on performance. Both organizational climate and workload positively influence work motivation. The study concludes that improving organizational climate, effectively managing workload, and boosting motivation can enhance employee performance.

Keywords

Employee performance; organizational climate; workload; work motivation

INTRODUCTION

In the era of globalization filled with challenges, human resources play a crucial role in an organization's success. Organizational actors determine the achievement of organizational goals, making employee performance the core of organizational governance. According to Afandi (2018), performance is the work results achieved by individuals or groups within an organization, following their authority and responsibilities to achieve organizational goals legally and ethically. Performance refers to the quality and quantity of work carried out by employees in fulfilling their assigned duties (Mangkunegara, 2016). Good performance is one of the key objectives of an organization in achieving high productivity and is inseparable from the quality of human resources (Umam, 2018). Organizations strive to improve employee performance to accelerate achieving their goals (Kusjono & Ratnasari, 2019).

The government continues to enhance the performance of civil servants (ASN) to support the vision of Indonesia Emas 2045. As key players in government operations, ASNs hold a vital role in public service. The introduction of the Core Values of ASN, known as BerAKHLAK, aims to boost their productivity, competitiveness, and

service orientation. However, public perception suggests that ASN performance remains low. Through the National Civil Service Agency (BKN), the government acknowledges that 35% of ASNs perform poorly. Addressing this issue is a priority for the government. Despite implementing various policies such as bureaucratic reform and performance-based allowances (tukin), ASN performance has not significantly improved.

Employee performance is a common challenge that organizations, including the Animal, Fish, and Plant Quarantine Center of Lampung, face. As a government agency responsible for quarantine operations in Lampung Province, it also encounters issues related to suboptimal employee performance. Based on the 2023 employee performance evaluation report, the performance score reached only 87.5% of the 100% target. Performance indicators, including integrity, service orientation, discipline, commitment, and teamwork, show that employees have not met the expected work targets. Monthly performance fluctuates, indicating a lack of consistency in employees' work. This issue is the focus of the study to help management develop the necessary strategic policies moving forward.

To improve employee performance, organizations must consider the factors influencing it. Initial observations suggest that communication and collaboration between departments and employees are not well-established. Employees tend to work individually, focusing only on their specific tasks. Work completion varies, with employees in service offices feeling a heavier workload than those at the main office. Attendance, discipline, and adherence to working hours also differ among employees. Some employees are less active in providing input or ideas, and some even resist organizational changes.

Following these findings, management conducted an internal job satisfaction survey using a questionnaire distributed to all employees. The survey revealed that most employees were dissatisfied with their workload and operational facilities, such as internet access, computers, vehicles, etc. Additionally, concerns were raised about the unfair distribution of business trips, the lack of rewards and recognition, and the inconsistent implementation of disciplinary measures. So far, the Lampung Animal, Fish, and Plant Quarantine Center has made efforts to improve office facilities for greater comfort, provide monthly overtime pay, reward high-performing employees, reinforce attendance discipline, and offer in-house training and other activities to foster camaraderie and a sense of family among employees. However, these initiatives have not yet had a significant impact on improving employee performance.

Implementing change is never easy and takes time. Achieving high performance is a key goal for any organization. Leaders must understand the actual conditions of their organizational environment to ensure that policy changes effectively address existing issues. They must also consider the factors influencing employee performance. The success and progress of an organization depend on the productivity of its human resources. The better the employees perform, the better the organization's overall performance, and vice versa. Therefore, performance management should be used to ensure that employee activities and outcomes align with the organization's objectives.

Organizations must develop strategies to improve employee performance to achieve work targets. Management must

consider various factors that influence employee performance. According to Kasmir (2016), performance includes skills and expertise, knowledge, job design, personality, work motivation, leadership, leadership style, organization, job satisfaction, work environment, loyalty, commitment, and discipline. Additionally, Afandi (2016) states that factors influencing employee performance include ability, personality, work interest, role clarity, and acceptability. Based on these perspectives, the author explores three factors affecting employee performance at the Animal, Fish, and Plant Quarantine Center in Lampung: organizational climate, work motivation (Bagaskara & Pujiandi, 2020; Djalil et al., 2021), and workload (Ariman, 2017).

Organizational climate refers to the overall atmosphere perceived by employees within the organization, which impacts their performance. It represents employees' perceptions of what happens within the organization's internal environment, where the climate influences their attitudes and performance. A study by Li et al. (2018) states that effective organizational climate management can enhance employees' well-being and overall performance. Khairaningsih (2022) also found that organizational climate significantly impacts employee performance. According to Alimudin et al. (2020), the better an organization fosters a positive climate, the more efficient the resulting performance will be, contributing to organizational success. Organizations that create a harmonious environment make employees feel safe and comfortable. Open and smooth communication between employees and management fosters collaboration and positive work motivation. Therefore, organizations must carefully identify and manage their organizational climate.

Workload is the next factor that affects employee performance. According to Koesomowidjojo (2017), workload refers to all tasks assigned to human resources that must be completed within a specific timeframe. Workload is one of the most common complaints and a major cause of work-related stress, including among employees at the Animal, Fish, and Plant Quarantine Center in Lampung. Workload distribution must align with employees' capabilities and experience to maintain employee performance. A proportional workload has a positive impact on both the

organization and employees. Employees may feel bored and unmotivated if the workload is too light, whereas an excessive workload can lead to stress, fatigue, and decreased performance. The influence of workload on employee performance is supported by previous research conducted by Adityawarman et al. (2015) and Sugita et al. (2024), which found that workload has a positive and significant effect on performance. Therefore, organizations must conduct workload analyses when designing and distributing employee tasks.

Motivation is another factor that affects performance. It serves as the primary driver influencing an individual's actions and behavior. Hasibuan (2018) states that motivation is essential because it initiates, directs, and sustains human behavior, encouraging individuals to work hard and enthusiastically to achieve optimal results. According to Bismala et al. (2015), work motivation is a system influenced by three factors: individual, job, and work situation characteristics. The impact of motivation on performance is supported by previous studies conducted by Subhan Djaya (2021), Farisi et al. (2020), and Sugita et al. (2024), all of which found that motivation has a significant effect on employee performance. Therefore, organizations must provide motivation that aligns with employees' needs while ensuring it aligns with organizational goals.

Motivation also plays a mediating role in the influence of organizational climate and workload on performance. It serves as a central factor in determining the extent to which individuals are motivated to achieve goals and deliver optimal performance in the workplace. A study by Xie et al. (2021) investigated the impact of organizational climate on employee performance, mediated by work motivation, in the service sector in China. The findings indicated that a positive organizational climate positively correlates with work motivation and employee performance. Similarly, previous research by Nugraheni et al. (2022) found that workload significantly affects performance through work motivation. Furthermore, Wang et al. (2018) discovered that a high workload can lead to decreased employee motivation, which in turn affects their performance. These findings highlight the importance of considering motivation as a mediator when analyzing the relationship between

workplace environmental factors and employee performance.

Based on these issues, this study aims to examine and analyze the direct effects of organizational climate and workload and the indirect effects of organizational climate and workload on employee performance through the mediation of motivation at the Animal, Fish, and Plant Quarantine Center in Lampung.

Literature

Organizational climate

Organizational climate is one of the most important variables in human resource management. It reflects the overall atmosphere in the workplace, shaped by the organization's culture, values, norms, and prevailing practices. Every organization has a unique organizational climate that influences the practices and policies accepted by employees. A positive organizational climate is often characterized by strong support and clear direction from organizational leadership. Leadership support may include open communication, recognition of employee contributions, and a focus on individual capacity development (Eisenberger et al., 2019). According to Silviani (2020), organizational climate is influenced by several factors, including Managers or leadership, Employee behavior, Workgroup behavior, and External organizational factors. Meanwhile, Wirawan (2016) identifies factors influencing organizational climate as a) External environment, b) Organizational strategy, c) Organizational structure, d) Historical influences, and e) Leadership. Yulihardi (2019) outlines several indicators of organizational climate, including (a) Willingness to uphold the organization's reputation, (b) Work attitude towards assigned tasks, (c) Acceptance of organizational values, (d) Loyalty to the organization, (e) A sense of calm while working, (f) Job satisfaction, (g) Support from colleagues.

Workload

Workload is a crucial factor influencing employee motivation and performance. In every organization, workload is one of the most frequently complained-about factors and a major cause of work-related stress. Therefore, management must carefully design workload distribution to align with employees' capacities. If the workload is not proportional, it will undoubtedly affect employee

performance. Workload refers to the amount of physical and mental effort required by employees for which they are responsible (Mahawati et al., 2021). According to Koesomowidjojo (2017), workload encompasses all tasks assigned to human resources that must be completed within a specified timeframe. A high workload can enhance employee productivity, but an excessive workload can reduce it.

Koesomowidjojo (2017) states that workload is influenced by 1) Internal Factors, which result from reactions to external workload factors, such as gender, age, posture, and health (physical factors), as well as motivation, satisfaction, desires, and perception (mental factors). 2) External Factors originate from outside the employee, such as the work environment that affects employee comfort. According to Koesomowidjojo (2017), the key indicators determining workload include: 1) Working Conditions. Employees should have a clear understanding of their tasks and responsibilities. 2) Work Time Utilization. Work time should be regulated based on Standard Operating Procedures (SOPs) to ensure employees' working hours align with their workload. 3) Target Achievement. The stricter the time constraints for task completion or the greater the imbalance between time and workload, the heavier the perceived workload for employees.

Motivation

Motivation is the desire that arises within a person, inspired or driven to carry out activities with sincerity, enthusiasm, and dedication, ultimately leading to good and high-quality results (Afandi, 2018). Similarly, Bismala et al. (2015) define motivation as an individual's strength that generates a level of intention and enthusiasm in performing activities, whether derived from within themselves (intrinsic) or from external sources (extrinsic). The purpose of providing motivation is to encourage individuals to enhance their performance, enabling the organization to achieve its goals more quickly. The more motivated employees are, the faster an organization can reach its objectives. According to Ma'ruf & Chair (2020), the objectives of providing motivation include a) Encouraging employee enthusiasm and work spirit, b) Enhancing employee morale and job satisfaction, c) Increasing employee productivity, d) Maintaining employee loyalty and stability, e) Improving discipline and

reducing absenteeism, f) Optimizing employee recruitment, g) Creating a positive work environment and relationships, h) Enhancing employee creativity and participation, i) Improving employee well-being, j) Strengthening employees' sense of responsibility towards their tasks.

Dewi (2015) states that work motivation is influenced by Internal factors, which refer to an individual's motivation to achieve a goal (including self-efficacy—the belief in one's ability to succeed). External factors originate from outside the individual, such as promotions, rewards, salaries, working conditions, company policies, and job responsibilities. Employees tend to be more motivated when they receive support from management and work in a conducive environment, ultimately leading to job satisfaction. According to Mangkunegaran (2018), indicators of work motivation include a) Hard work, b) Future orientation, c) Task and goal orientation, d) Perseverance, e) Colleague relationships, and f) Effective time management.

Performance

Good performance is a target that organizations aim to achieve, and its attainment is determined by the productivity and performance of their employees. The better the employee performance, the better the organization's overall performance. According to Sinambela (2016), performance is the work result achieved by an individual or group within an organization following their responsibilities. Mangkunegara (2017) defines performance as the quality and quantity of work employees do in carrying out their responsibilities. Performance serves as a means to ensure that employee activities and work outcomes align with organizational goals.

Several factors, including an influence employee performance) Knowledge and skills, b) Personality, c) Work motivation, d) Job design, e) Leadership, f) Organizational culture and adherence to its practices by members, g) Job satisfaction, h) Work environment, i) Loyalty, j) Commitment, and k) Work discipline (Kasmir, 2016). Meanwhile, the indicators used to measure employee performance include: a) Work quality, b) Work quantity, c) Timeliness, d) Effectiveness, and e) Independence (Robbins, 2016).

Organizations assess their employees' performance success through performance evaluation, which may vary in

system and technique. According to Kasmir (2016), performance evaluation is a periodic system that reviews and assesses individual performance. The objectives of performance evaluation include: a) Improving work quality, b) Placement decisions, c) Career planning and development, d) Identifying training and development needs, e) Competency adjustment, f) Employee competency inventory, g) Fair employment opportunities, h) Effective communication between superiors and subordinates, i) Organizational culture reinforcement, and j) Implementation of sanctions.

Relationships Between Variables

Employee performance is influenced by various factors or variables within the organizational environment. This study aims to reveal the significance of the direct and indirect effects of organizational climate, workload, and motivation on employee performance. Previous studies support the direct effect of organizational climate on performance and motivation. Research by Khairaningsih (2022) and Andre (2023) found that organizational climate positively and significantly impacts performance. Similarly, studies by Widyawaty et al. (2022) and Li et al. (2018) indicate that organizational climate positively and significantly influences work motivation. The direct effect of workload on motivation and performance is also supported by previous research. Studies by Ariman (2017) and Wijaya (2020) show that workload significantly affects work motivation. Additionally, research by Rolos et al. (2018) and Adityawarman et al. (2015) states that workload significantly impacts employee performance.

The indirect effect of organizational climate on performance through motivation is supported by studies by Zhou et al. (2020) and Wang & Chiang (2019), which explain that a positive organizational climate directly enhances work motivation and employee performance. Furthermore, work motivation mediates the relationship between organizational climate and employee performance. The indirect effect of workload on employee performance through motivation is supported by research from Nugraheni et al. (2022) and Sugita et al. (2024), which state that workload significantly influences performance through work motivation.

Theoretical Framework

The theoretical framework aims to facilitate research by establishing relationships between variables. This framework examines the influence of organizational climate and workload on employee performance, with motivation as a mediating variable. Based on the observed phenomena, theoretical review, and previous studies, the theoretical framework and hypotheses in this research are as follows:

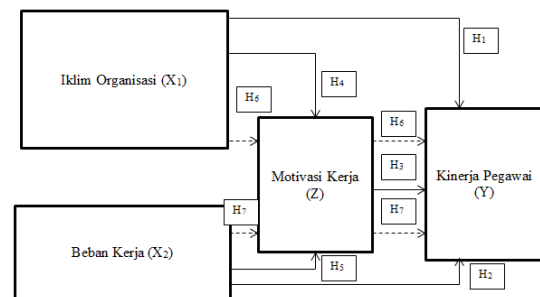


Figure 1. Theoretical framework

METHOD

Research Approach

The approach used in this study is associative and quantitative. According to Juliandi (2015), an associative approach is used to understand the relationships between variables. This approach examines how one variable is related to another, whether another influences a variable, or whether a variable causes changes in another variable.

Research Implementation

The research was conducted from August to October 2024 at the Office of the Animal, Fish, and Plant Quarantine Center in Lampung, located at Jalan Soekarno Hatta KM 20, Way Laga, Bandar Lampung. The research was carried out in several stages, starting with the initial data collection by distributing questionnaires to all employees to assess their job satisfaction, followed by interviews with selected employee representatives. After the research proposal was approved, the main data collection process was conducted.

Population and Sample

The population in this study consists of all civil servants (ASN) at the Animal, Fish, and Plant Quarantine Office in Lampung, totaling 122 individuals. However, the author narrows the sample using the Slovin formula to facilitate data processing and obtain more

accurate test results. The Slovin formula for determining the sample is as follows :

$$n = \frac{N}{1 + N(e)^2}$$

Description:

n = Sample size/number of respondents

N = Population size

E = The percentage of allowance for tolerable sampling error is 0,05 or 5%

Based on the Slovin calculation, the research sample was obtained from as many as 94 people (77%). Sampling is done with probability sampling techniques. The advantage of the technique is that all members or elements of the population have the same opportunity to be sampled in Juliandi (2015).

Data Analysis Technique

This data analysis technique is used to test the validity and reliability of the research question.

a. Validity Test

The data validity test uses product-moment correlation techniques with the following steps : If $r_{count} > r_{table}$ and the value is positive, then the item, question, or indicator is declared valid or sig < 0.052 . whereas if $r_{count} < r_{table}$, the item, question, or indicator is declared valid or sig > 0.05 .

b. Reliability Test

In the reliability test using Cronbach's Alpha with the following criteria:

1. The instrument is declared reliable or consistent if Cronbach's Alpha $> 0,6$ or a significant level.
2. The instrument is declared unreliable or consistent if Cronbach's Alpha $< 0,6$ or a significant level.

Data Analysis Method

This study processed data using the statistical software SmartPLS (Partial Least Squares) 4.0. One of the advantages of PLS is its ability to handle complex models with multiple exogenous and endogenous variables, along with numerous indicators. Additionally, it can manage data for both formative and reflective SEM models. This software is specifically designed to analyze data with small sample sizes. There are two sub-models in SEM PLS analysis :

1. Measurement Model Analysis (outer model)

The outer model is a component of the path model that describes the relationship

between indicators and their respective variables. This model represents how measurable variables reflect the construct or latent variable (Hair et al., 2017). If the measurement model evaluation meets the required criteria, the analysis proceeds to the structural model. This study uses the reflective measurement model, where indicators are treated as references prone to errors from the underlying variable, with a direct relationship from the variable to the indicators. This analysis includes :

a) Convergent Validity

Convergent validity measures how well a latent variable explains the variance of its indicators. The criteria for high convergent validity are *Loading factor* (LF) ≥ 0.70 and *Average Variance Extracted* (AVE) ≥ 0.50 . ((Hair et al. 2017)

b) Discriminant Validity

Discriminant validity evaluates whether the indicators of a variable are distinct from those of other variables. A good discriminant validity is indicated by: a). Cross Loading $\geq 0,7$, b). Fornell Lacker (root of the AVE) ≥ 0.50 and c). HTMT $\leq 0,90$ (Hair et al., 2017).

c) Reliability

Reliability testing assesses the instrument's accuracy, consistency, and precision in measuring the variables. The reliability of a model is determined using: a). *Composite reliability* $\geq 0,7$, b). Cronbach's Alpha $\geq 0,7$ (Hair et al., 2017).

2. Structural Model Analysis (inner model)

The inner model assesses the strength of relationships between latent variables. The structural model analysis results in path coefficient estimation and significance levels used for hypothesis testing. The structural model evaluation includes the following:

a) R-Square (R2)

The *R-squared* value is used to assess the explanatory power of endogenous latent constructs. The *R-Square* criteria are if $R^2 = 0.75$ strong model, $R^2 = 0.50$ moderate model, and $R^2 = 0.25$ weak model (Ghozali, 2015).

b) Q-Square

Q-Square measures how well the model and parameter estimates reconstruct the observed values. The

Q-Square criteria are: 0.02- *Low predictive relevance*, 0.15 *Moderate predictive relevance*, and 0.35 *High predictive relevance*.

c) **Path Coefficient**

The path coefficient indicates the direction and strength of the relationship between variables. Positive path coefficient direct relationship: an increase in one variable leads to an increase in another. Negative path coefficient an inverse relationship: an increase in one variable leads to a decrease in another.

d) **Hypothesis Test(T-Statistik)**

The hypothesis test determines the significance of relationships between variables. There are two types of hypothesis relationships: a). Direct effect between dependent and independent variables, b). Indirect effect through a moderating variable. Menurut Ghazali & Lathan (2012) nilai-nilai signifikansi T-Statistik memiliki kriteria sebagai berikut :

- a) T-value 1,65 significant level 10%
- b) T-value 1,96 significant level 5%
- c) T-value 2,58 significant level 1%

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study are employees of the Animal, Fish, and Plant Quarantine Office in Lampung, with a total sample of 94 respondents. The questionnaire was successfully distributed and fully collected from all 94 respondents, resulting in a 100% response rate. Based on the data, most respondents are male, totaling 60 employees (64%), while female respondents account for 34 employees (36%). The largest age group is 36-45 years old, comprising 48 employees (51%), followed by those aged over 45 years (28 employees or 30%), 25-35 years old (17 employees or 18%), and under 25 years old (1 employee or 1%). In terms of educational background, more than half of the respondents (52 employees or 55%) hold a bachelor's degree, while 18 employees (19%) have a diploma, and 24 employees (26%) have completed high school or vocational school. Regarding work experience, most respondents (89 employees or 95%) have been working for more than five years. Meanwhile, 2 employees (2%) have worked for 3-5 years, another 2 employees (2%) have worked for 1-3 years, and 1 employee (1%) has less than one year of experience.

Table 1. Respondent Characteristics

| | Characteristic | Frequency | Percentage (%) |
|------------------------|-------------------------------|-----------|----------------|
| Gender | Male | 60 | 64 |
| | Female | 34 | 36 |
| | Total | 94 | 100 |
| Age | < 25 years old | 1 | 1 |
| | 25-35 years old | 17 | 18 |
| | 36-45 years old | 48 | 51 |
| | >45 years old | 28 | 30 |
| | Total | 94 | 100 |
| Educational Background | High school/Vocational school | 24 | 26 |
| | Diploma | 18 | 19 |
| | Bachelor's Degree | 52 | 55 |
| | Total | 94 | 100 |
| Years of Service | < 1 year | 1 | 1 |
| | 1-3 years | 2 | 2 |
| | 3-5 years | 2 | 2 |
| | >5 years | 89 | 95 |
| | Total | 100 | 100 |

Evaluation of Measurement Model (Outer Model)

Convergent Validity

Convergent validity refers to the idea that a construct's indicators or manifest variables should have a high correlation. To assess convergent validity, the standard rule applied

is a loading factor > 0.5 and an AVE (Average Variance Extracted) value > 0.5 (Ghozali & Latan, 2015). The AVE results indicate that all variables have values above 0.5, confirming that all indicators in this study are valid, as shown in the table below:

Table 2. The result Average Variance Extracted (AVE)

| Variable | AVE | Description |
|------------------------|-------|-------------|
| Organizational Climate | 0.839 | Valid |
| Workload | 0.706 | Valid |
| Performance | 0.729 | Valid |
| Work Motivation | 0.636 | Valid |

Source: Processed Data, 2024

Discriminant Validity

The cross-loading values of construct measurements are used to determine discriminant validity. Cross-loading values indicate the correlation between each construct and its indicators and with indicators from other constructs. If the correlation between a construct and its indicators is higher than the correlation with indicators from other constructs, the measurement model has good discriminant validity. The research results show that the correlation between each construct and its indicators is greater than between other constructs. Therefore, all constructs or latent variables have good discriminant validity, where the indicators

within a construct's block are stronger than those in other blocks.

Reliability Test

In PLS, two methods can be used to test reliability: Cronbach's alpha and composite reliability. The Cronbach's alpha value should be greater than 0.6, and composite reliability is considered acceptable if it exceeds 0.70. The results of the construct reliability test after data processing indicate that the constructs are reliable, as presented in the following table:

Table 3. Realibility Test

| Variable | Cronbach's alpha | Composite reliability | Description |
|------------------------|------------------|-----------------------|-------------|
| Workload | 0.605 | 0.827 | Reliable |
| Organizational Climate | 0.952 | 0.963 | Reliable |
| Performance | 0.925 | 0.941 | Reliable |
| Work Motivation | 0.919 | 0.933 | Reliable |

Source: Processed Data, 202

Evaluation of the Structural Model (Inner Model)

There are three aspects to analyze in this model: the determination coefficient test or R-Square (R^2), the relevant prediction test or Q-Square (Q^2), and hypothesis testing.

Table 4. R-Square and Adjusted R-Square Value

| Variable | R-square | R-square Adjusted |
|-----------------|----------|-------------------|
| Performance | 0.561 | 0.547 |
| Work Motivation | 0.291 | 0.275 |

Source: Processed Data, 2024

Based on the table, the R-square value for the performance variable is 0.561, meaning that the model's ability to explain the performance variable through organizational climate, workload, and work motivation is 56.1%, while other variables explain the remaining 43.9%. Meanwhile, the R-square value for the work motivation variable is 0.291, indicating that the model's

ability to explain work motivation through organizational climate and workload is 29.1%, with the remaining 70.9% explained by other variables.

Hypothesis Test

Hypothesis testing assesses the significance of the relationships between research variables. The strength of these relationships is represented through path

analysis using path coefficients. The path coefficient (β) ranges from -1 to 1. A positive path coefficient indicates that an increase in the exogenous variable leads to an increase in the endogenous variable and vice versa. The criteria for accepting or rejecting a hypothesis are as follows: if the t-value > 1.96 and/or the p-value < 0.05 (5%) with a positive beta coefficient, the effect of the endogenous variable is considered significant, meaning that H_a is accepted and

H_o is rejected. Conversely, if the t-value < 1.96 and/or the p-value > 0.05 (5%), the effect is considered insignificant, meaning that H_a is rejected and H_o is accepted.

Hypothesis testing in this study is divided into direct and indirect effects. Based on data processing using SmartPLS, the results of hypothesis testing for both direct and indirect effects are illustrated in the following path coefficient diagram

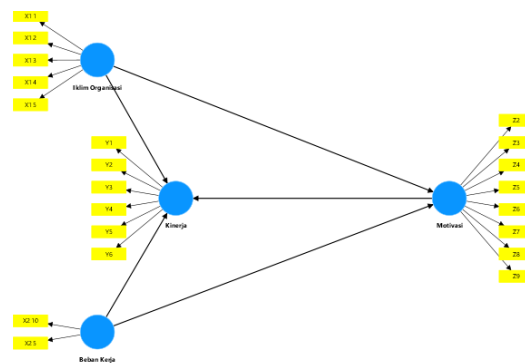


Figure 2. Path Coefficient

• Direct Influence Hypothesis

Table 5. Path Coefficient

| Variable | Original sample (O) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|----------------------------|------------------------|----------|
| Work Motivation -> Performance | 0.214 | 0.098 | 2.172 | 0.030 |
| Workload -> Performance | 0.224 | 0.073 | 3.072 | 0.002 |
| Work Motivation -> Performance | 0.504 | 0.105 | 4.804 | 0.000 |
| Organizational Climate -> Work Motivation | 0.409 | 0.156 | 2.620 | 0.009 |
| Workload -> Work Motivation | 0.260 | 0.092 | 2.829 | 0.005 |

Source: Processed Data, 2024

Based on the table above, the hypothesis testing results are as follows:

1. Based on the analysis of organizational climate on performance, the beta coefficient is 0.214, the T-statistic is 2.172, and the P-value is 0.030. Thus, it can be concluded that organizational climate positively and significantly affects performance.
2. Based on the workload analysis on performance, the beta coefficient is 0.224, the T-statistic is 3.072, and the P-value is 0.002. Thus, it can be concluded that workload positively and significantly affects performance.
3. Based on the analysis of work motivation on performance, the beta coefficient is 0.504, the T-statistic is 4.804, and the P-value is 0.000. Thus, it can be concluded that work motivation positively and significantly affects performance.
4. Based on the analysis of organizational climate on work motivation, the beta coefficient is 0.409, the T-statistic is 2.620, and the P-value is 0.009. Thus, it can be concluded that organizational climate positively and significantly affects work motivation.
5. Based on the workload analysis on work motivation, the beta coefficient is 0.260, the T-statistic is 2.829, and the P-value is 0.005. Thus, it can be concluded that workload positively and significantly affects work motivation.

Indirect Effect Hypothesis

In this study, motivation is used as the moderating variable. The test will examine the indirect effect of organizational climate

and workload on employee performance by mediating motivation. The indirect effect analysis between constructs can be seen in Table 6.

Table 6. The result *Specific Indirect Effects*

| Variable | <i>Original sample (O)</i> | <i>Standard deviation (STDEV)</i> | <i>T statistics (O/STDEV)</i> | <i>P values</i> |
|--|-----------------------------------|--|--|------------------------|
| Organizational climate -> Work Motivation -> Performance | 0.131 | 0.060 | 2.198 | 0.028 |
| Workload -> Work Motivation -> Performance | 0.206 | 0.074 | 2.788 | 0.005 |

Source: Processed Data, 2024

Based on the table above, the hypothesis testing results are as follows :

1. The indirect effect coefficient of organizational climate on performance through work motivation is 0.131, with a T-statistic of 2.198 and a P-value of 0.028. This indicates that organizational climate influences performance through work motivation. Thus, work motivation is a mediating variable in organizational climate and performance.
2. The indirect effect coefficient of workload on performance through work motivation is 0.206, with a T-statistic of 2.788 and a P-value of 0.005. This indicates that workload influences performance through work motivation. Thus, work motivation is a mediating variable in the relationship between workload and performance.

The Influence of Organizational Climate on Performance

Research findings indicate that organizational climate positively and significantly impacts performance. Based on these results, the organizational climate at the Lampung Quarantine Center must be improved, as its influence on employee performance is highly significant. Organizational climate can affect human resource practices and policies accepted by members of the organization. A good organizational climate can be observed through employee behaviour, relationships and collaboration among employees, well-structured job design and procedures, discipline levels, a sense of comfort, security, and a family-like atmosphere. Communication should be established two-way across all levels of employees, especially regarding policies, goals, and organizational strategies. By paying appropriate attention to the factors influencing organizational climate, organizations can create a work environment that fosters innovation, collaboration, and high performance.

This study aligns with the research by Li et al. (2018), which states that effective management of organizational climate can enhance employee well-being and overall performance. Previous research by Andre (2023) also demonstrated that organizational climate significantly impacts employee performance at PT Anzon Autoplaza in Pontianak. Similarly, Khairaningsih (2022) found that organizational climate significantly influences employee performance at PT PLN (Persero) Batam.

The Influence of Workload on Performance

Research findings indicate that workload has a significant impact on performance. Based on these results, employee performance is closely related to balancing workload and employee capacity. According to Yo & Surya (2015), workload refers to tasks assigned to employees that require specific skills and must be completed within a certain timeframe, both physically and mentally. Excessive workload can reduce work quality due to stress, fatigue, and inadequacy in completing tasks effectively. Therefore, workload allocation should be based on employees' capabilities and competencies. Considering these factors, it is hoped that future workload designs will be ideal to enhance employee performance.

This study aligns with previous research by Adityawarman et al. (2015), which found that workload has a direct and significant positive effect on the performance of employees at PT. Bank Rakyat Indonesia (Persero) Tbk, Krekot Branch. Similarly, studies by Sugita et al. (2024) and Putri et al. (2023) also concluded that workload directly and significantly positively impacts employee performance.

The Influence of Motivation on Performance

Research findings indicate that work motivation has a significant impact on employee performance. This study illustrates that high work motivation strongly influences employee performance. As a crucial factor affecting an individual's actions and behaviour, motivation can stem from within oneself, encouragement from others, or the work environment. Therefore, providing motivation should encompass fulfilling personal needs, ensuring security and comfort at work, developing skills, collaborating with colleagues, recognizing work achievements, and fostering a positive work environment. When these needs are met, employees become more motivated to work.

This study aligns with previous research by Subhan Djaya (2021), which states that motivation significantly affects employee performance. Similarly, studies by Farisi et al. (2020), Sugita et al. (2024), and Sultan Z. et al. (2020) also show that work motivation has a positive and significant impact on employee performance.

The Influence of Organizational Climate on Work Motivation

The research findings indicate that organizational climate positively and significantly influences work motivation. This study illustrates that organizational climate is the employees' perception of their work environment, affecting their motivation. Organizations must create a comfortable work environment, ensure fairness, promote two-way communication, and foster mutual respect. A well-established organizational climate will naturally enhance employees' motivation to work. The Animal, Fish, and Plant Quarantine Center in Lampung needs to establish and maintain an organizational climate that fosters high work motivation among employees.

Zhou et al. (2020) state that a positive organizational climate directly impacts work motivation and employee performance. This finding aligns with previous research by Andre (2023), which concluded that organizational climate positively influences work motivation at PT Anzon Auto Plaza Pontianak. Similarly, studies by Khairaningsih (2022) and Rimbayana (2022) also confirm that organizational climate positively and significantly impacts work motivation.

The Influence of Workload on Work Motivation

Research findings indicate that workload has a significant influence on work motivation. This study illustrates that employees' work motivation is affected by the workload they receive. Excessive workload can lead to work-related stress, while an overly light workload may result in a lack of motivation. Employees with higher skills and capacity may feel motivated to complete demanding tasks, whereas those with lower capabilities may struggle. Therefore, organizations must design an optimal workload that aligns with employees' competencies. It is also important to consider the workload factors that influence employee motivation.

These findings are consistent with previous research by Ariman (2017), which stated that workload significantly affects employee motivation at UTHM. The study concluded that a high or low workload impacts employee motivation. Similarly, Wijaya (2020) found that workload positively influences employees' work motivation at PT. Mayora Indah.

The Influence of Organizational Climate on Performance Through Work Motivation

The research findings indicate that organizational climate affects performance through motivation. This study illustrates that a positive organizational climate can provide a strong impetus for work motivation and improve employee performance. These findings highlight the crucial role of work motivation in linking a supportive organizational climate to employee performance. According to Alimudin et al. (2020), the better an organization creates a positive climate, the more efficient the resulting performance will be, contributing to the organization's success. A good organizational climate naturally motivates employees to achieve high performance.

This study aligns with previous research. Zhou et al. (2020) explained that a positive organizational climate directly impacts both work motivation and employee performance. Additionally, work motivation mediates the relationship between organizational climate and employee performance. Another study by Wang & Chiang (2019) also supports this, stating that a positive organizational climate is associated with higher work motivation, which in turn mediates the relationship between organizational climate and employee performance. These findings further emphasize the essential role of work motivation in connecting a supportive organizational climate with employee performance.

The Influence of Workload on Performance Through Work Motivation

The research findings indicate that workload affects performance through motivation. This study illustrates that employees' motivation in handling their workload influences the completion of their assigned tasks. According to Sunyoto (2015), one of the factors affecting employee motivation is the job itself, which requires responsibility in carrying out tasks to advance one's career. The strong mediating role of motivation in the relationship between workload and performance highlights the importance of organizations providing motivation, ensuring that employees remain driven to complete their tasks.

This study aligns with previous research by Nugraheni et al. (2022), which found a significant influence of workload on

performance through work motivation. Additionally, a study by Sugita et al. (2024) stated that work motivation partially mediates the effect of workload and job satisfaction on employee performance in nursing organizations.

CONCLUSION

Based on the research findings and discussion, the following conclusions can be drawn: All research hypotheses are accepted, indicating that organizational climate and workload, both directly and indirectly through motivation, have a positive and significant impact on employee performance at the Animal, Fish, and Plant Quarantine Center in Lampung. Based on these findings, to improve employee performance, it is recommended that the Quarantine Center enhance the organizational climate, implement effective workload management, and increase employee motivation.

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List of Tables

Table 1. Respondent Characteristics

| | Characteristic | Frequency | Percentage (%) |
|------------------------|-------------------------------|-----------|----------------|
| Gender | Male | 60 | 64 |
| | Female | 34 | 36 |
| | Total | 94 | 100 |
| Age | < 25 years old | 1 | 1 |
| | 25-35 years old | 17 | 18 |
| | 36-45 years old | 48 | 51 |
| | >45 years old | 28 | 30 |
| | Total | 94 | 100 |
| Educational Background | High school/Vocational school | 24 | 26 |
| | Diploma | 18 | 19 |
| | Bachelor's Degree | 52 | 55 |
| | Total | 94 | 100 |
| Years of Service | < 1 year | 1 | 1 |
| | 1-3 years | 2 | 2 |
| | 3-5 years | 2 | 2 |
| | >5 years | 89 | 95 |
| | Total | 100 | 100 |

Table 2. The result Average Variance Extracted (AVE)

| Variable | AVE | Description |
|------------------------|-------|-------------|
| Organizational Climate | 0.839 | Valid |
| Workload | 0.706 | Valid |
| Performance | 0.729 | Valid |
| Work Motivation | 0.636 | Valid |

Source: Processed Data, 2024

Table 3. Realibility Test

| Variable | Cronbach's alpha | Composite reliability | Description |
|------------------------|------------------|-----------------------|-------------|
| Workload | 0,605 | 0.827 | Reliable |
| Organizational Climate | 0.952 | 0.963 | Reliable |
| Performance | 0.925 | 0.941 | Reliable |
| Work Motivation | 0.919 | 0.933 | Reliable |

Source: Processed Data, 2024

Table 4. R-Square and Adjusted R-Square Value

| Variable | R-square | R-square Adjusted |
|-----------------|----------|-------------------|
| Performance | 0.561 | 0.547 |
| Work Motivation | 0.291 | 0.275 |

Source: Processed Data, 2024

Table 5. Path Coefficient

| Variable | Original sample (O) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|---------------------|----------------------------|--------------------------|----------|
| Work Motivation -> Performance | 0.214 | 0.098 | 2.172 | 0.030 |
| Workload -> Performance | 0.224 | 0.073 | 3.072 | 0.002 |
| Work Motivation -> Performance | 0.504 | 0.105 | 4.804 | 0.000 |
| Organizational Climate -> Work Motivation | 0.409 | 0.156 | 2.620 | 0.009 |
| Workload -> Work Motivation | 0.260 | 0.092 | 2.829 | 0.005 |

Source: Processed Data, 2024

Table 6. The result Specific Indirect Effects

| Variable | Original sample (O) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|--|---------------------|----------------------------|--------------------------|----------|
| Organizational climate -> Work Motivation -> Performance | 0.131 | 0.060 | 2.198 | 0.028 |
| Workload -> Work Motivation -> Performance | 0.206 | 0.074 | 2.788 | 0.005 |

Source: Processed Data, 2024

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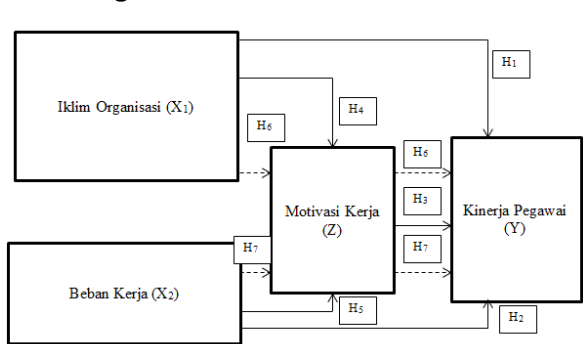


Figure 1. Theoretical framework

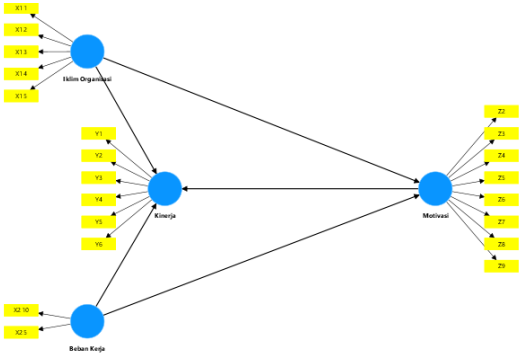


Figure 2. Path Coefficient