

## **The Effect of Workload, Work Environment, and Remuneration Policy on Employee Performance through Work Motivation at the Regional Development Planning, Research, and Development Agency**

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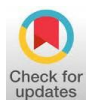
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### **ABSTRACT**

Public sector organizations face increasing challenges caused by expanding administrative duties, complex development planning, and growing public expectations for better services. These conditions place strong demands on employees, who must perform effectively despite pressures related to workload, workplace conditions, and compensation systems. This study aims to investigate how workload, work environment, and remuneration policies influence employee performance, with work motivation acting as a linking mechanism. The research used a quantitative approach by involving all employees in a regional development planning agency (BAPPELITBANGDA Pasuruan Regency), collecting data through structured questionnaires, and analyzing the relationships using a partial least squares technique. The findings reveal that balanced workloads, supportive work environments, and fair remuneration practices encourage higher motivation and lead to better employee performance. From a managerial perspective, the study highlights the importance of fair task distribution, improvement of physical and social work conditions, and the development of transparent, performance-based remuneration systems to maintain productivity and institutional effectiveness.

**Keywords:** Workload; Work Environment; Remuneration Policy; Work Motivation; Employee Performance



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## INTRODUCTION

Effective public sector performance has become increasingly vital as government institutions are required to deliver high-quality services, respond to complex development challenges, and ensure accountability in resource management (Latupeirissa *et al.* 2024). Regional development planning agencies such as the Regional Development Planning, Research, and Development Agency (BAPPELITBANGDA) play a strategic role in coordinating development programs and ensuring that policy agendas are aligned with local, regional, and national priorities. The effectiveness of these institutions, however, depends largely on the performance of their employees, who are responsible for formulating, implementing, and evaluating development strategies within a rapidly changing governance environment.

Table 1. Employee performance achievement of BAPPELITBANGDA, Pasuruan Regency (2023)

No	Performance Indicators	Unit	Target (%)	Achievement (%)
1	Office Administration Service Programme	%	100	94.98
2	Programme for Improving Facilities and Infrastructure for Civil Servants	%	100	80.88
3	Programme to Improve the Discipline of Civil Servants	%	100	90.74
4	Civil Service Capacity Building Programme	%	100	0.00
5	Programme for Improving the Development of Performance & Financial Achievement Reporting Systems	%	100	98.66
6	Data/Information Development Programme	%	100	79.34
7	Medium and Large City Development Planning Programme	%	100	96.98
8	Regional Development Planning Programme	%	100	98.03
9	Economic Development Planning Programme	%	100	88.39
10	Social and Cultural Planning Programme	%	100	92.27

Source: BAPPELITBANGDA Pasuruan Regency (2024)

Research on the determinants of employee performance indicates that workload, work environment, and remuneration policy are among the most influential organizational factors. Workload has been widely discussed as both a driver and inhibitor of employee performance. Several empirical studies demonstrate that balanced workload can enhance employee performance (Fransiska & Tupti, 2020; Nabawi, 2019; Syahputra *et al.*, 2024), whereas excessive or misaligned workload may reduce motivation and lower performance outcomes. Additionally, workload has been shown to affect performance indirectly through employee motivation (Hardono *et al.*, 2019; Syahputra *et al.*, 2024), suggesting that the psychological mechanisms linking workload to outcomes are complex and context dependent. Yet, findings across studies remain mixed, indicating the need for further investigation across different organizational settings.

The conditions within a workplace are often viewed as a central factor that shapes how employees perform and behave in an organization. Both tangible elements, such as office facilities, and intangible aspects, like interpersonal relationships and organizational culture, can enhance engagement and productivity (Nurain *et al.*, 2024). Previous research has shown that a positive and supportive workplace is linked to improved performance outcomes (Lelzaba *et al.* 2022). Nevertheless, some studies have reported no statistically significant impact of the work environment on employee performance (Junaidi & Susanti, 2019; Fauziyyah & Rohyani, 2022). The mixed evidence points to the possibility that leadership practices, institutional expectations, and the way tasks are organized play a role in modifying the impact of the work environment on performance (Efawati, 2020).

Therefore, further investigation is warranted to clarify the specific circumstances in which workplace conditions most effectively enhance employee performance in public sector organizations.

Remuneration policy represents a crucial element within organizational management, especially in the public sector. Systems that are equitable, clear, and linked to performance are generally viewed as mechanisms that can enhance employee motivation while reinforcing organizational responsibility (Efawati, 2024). Research evidence indicates that well-structured remuneration positively affects both employee motivation and overall job performance (Pomoeng & Rombeallo, 2022; Bima, 2017). However, some studies report that financial incentives do not always translate into improved performance (Putra and Rezki 2020), implying that in bureaucratic environments with rigid job roles and fixed pay scales, monetary rewards alone may be insufficient. This discrepancy suggests that the impact of remuneration may depend on how fair employees perceive the system to be, the nature of their tasks, and whether remuneration aligns with the level of responsibility and job-related risks.

Although these three organizational factors workload, work environment, and remuneration have been widely investigated, several important gaps remain. First, limited research integrates these variables within a single analytical framework in the context of regional development planning agencies in Indonesia. Second, although motivation has been shown to mediate relationships between organizational factors and performance, its role is often understudied or not explicitly modeled in previous research. Third, the inconsistencies across empirical findings indicate the need for studies that account for variations in institutional settings, especially within government agencies undergoing bureaucratic reform and transitioning toward merit-based systems.

In this research, the focus lies on understanding how the workload, the work environment, and remuneration systems contribute to variations in employee performance, with particular attention to work motivation as a pathway linking these factors at BAPPELITBANGDA Pasuruan Regency. By examining these factors collectively, the study seeks to resolve previous inconsistencies in empirical results, deepen theoretical insights into what drives employee performance, and offer practical guidance for human resource management in public organizations. The outcomes are intended to deliver actionable recommendations to support bureaucratic reform initiatives and enhance the effectiveness of institutional operations in regional development planning.

## **LITERATURE REVIEW**

### **Equity Theory**

Equity Theory provides the overarching framework of this study by explaining how employees evaluate fairness in their work conditions through comparisons of their input output ratios with those of others (Nurendra and Putri 2017). When employees perceive imbalance whether due to excessive workload, an unsupportive work environment, or unfair remuneration they tend to experience reduced motivation, decreased commitment, and lower performance. Given its emphasis on fairness as a driver of human action, the theory is well-suited for examining how workload, work environmental support, and remuneration arrangements affect performance, whether directly or by activating motivational mechanisms.

## **Human Resource Management Perspective**

From the HRM perspective, employee performance is determined by organizational policies related to workload management, work environment quality, and remuneration systems (Dessler, Rahayu, and Hardiansjah 2016). HRM scholars emphasize that fair allocation of tasks, conducive work environments, and transparent remuneration practices enhance internal motivation and improve employee outcomes (Efawati, 2023). This study adopts the HRM perspective to justify the theoretical linkages among workload, work environment, remuneration, motivation, and performance.

## **Workload and Employee Performance**

Workload refers to the amount and complexity of tasks that employees must complete within a given time frame (Tarwaka 2015) (Jalil 2020). Well-managed workloads allow employees to perform optimally, whereas excessive or unbalanced workloads lead to fatigue, reduced concentration, and lower performance (Uğrak 2025). Several empirical studies have shown that balanced workloads enhance performance, while heavy workloads impair employee productivity.

Workload is also associated with motivation. When workloads are perceived as fair, employees feel valued and more motivated. Conversely, perceived overload reduces work enthusiasm and increases stress (Hardono *et al.*, 2019; Syahputra *et al.*, 2024). This suggests that motivation serves as a psychological mechanism linking workload to performance.

Thus, the study proposes:

H1: Workload has a direct effect on employee performance.

H4: Workload affects employee performance through work motivation as an intervening variable.

## **Work Environment and Employee Performance**

The work environment encompasses both physical aspects such as workspace layout, lighting, temperature, and safety and non-physical aspects, such as social relationships, communication patterns, and supervisory support (Sedarmayanti *et al.* 2020). A conducive work environment enhances employee comfort, reduces stress, and fosters teamwork, thereby improving performance (Fitri, 2021; Wahyudi *et al.*, 2022).

However, empirical studies reveal inconsistent findings. While some research confirms that the work environment strongly predicts performance (Amalia, Sumijatun, and Azis 2023), other studies report no significant effect (Junaidi & Susanti, 2019; Fauziyyah & Rohyani, 2022). These inconsistencies suggest that contextual factors, such as motivation, may mediate the relationship.

Employees working in a supportive environment tend to feel more motivated due to improved social interactions, positive work climate, and psychological comfort.

Thus, the study proposes:

H2: Work environment has a direct effect on employee performance.

H5: Work environment affects employee performance through work motivation as an intervening variable.

## **Remuneration and Employee Performance**

Remuneration refers to the compensation employees receive for their contributions, including salaries, allowances, incentives, and bonuses (Hasibuan 2019). Fair and transparent remuneration improves employees' sense of fairness, enhances their well-

being, and motivates them to work harder, which positively impacts performance (Pomoeng & Rombeallo, 2022; Bima, 2017).

Yet, the literature also presents contrasting evidence. Some studies argue that remuneration does not significantly affect performance, particularly when remuneration increases are small or not linked to measurable contributions (Putra and Rezki 2020). This mixed evidence suggests that remuneration may influence performance indirectly through motivation.

Employees who perceive remuneration as fair tend to exhibit higher motivation, while those who feel undercompensated tend to reduce work effort.

Thus, the study proposes:

H3: Remuneration has a direct effect on employee performance.

H6: Remuneration affects employee performance through work motivation as an intervening variable.

### **Work Motivation as an Intervening Variable**

Work motivation is defined as the internal psychological force that directs, energizes, and sustains work-related behavior (Robbins & Judge, 2023; Wibowo, 2015). Motivation is influenced by perceptions of fairness, workload conditions, environmental comfort, and remuneration systems (Pratiwi & Yuniarsih, 2019; Sitorus, 2020). Prior studies consistently show that highly motivated employees perform better, take initiative, and are more committed to organizational goals. In this study, motivation is conceptualized as a mediating variable that explains how workload, work environment, and remuneration translate into performance outcomes.

## **RESEARCH METHOD**

A quantitative explanatory framework was adopted to map out the causal patterns linking workload, the organizational environment, and remuneration to employee outcomes, with motivation positioned as a potential intermediary. All variables were operationalized according to established theories. Workload was measured through work volume, employee skills, and work conditions; work environment through work atmosphere, coworker relations, and facility availability; remuneration through fairness, job evaluation, financial capacity, competitiveness, performance differentiation, and linkage to appraisal systems; work motivation based on Maslow's five-need hierarchy; and employee performance through indicators of quality, quantity, timeliness, effectiveness, independence, and commitment. Indicators for workload were drawn from (Tarwaka 2015) and focused on the intensity and complexity of tasks as well as the conditions in which work was performed. Measures of the work environment were derived from (Sedarmayanti *et al.* 2020), capturing the quality of the workplace atmosphere, the nature of coworker relationships, and the adequacy of facilities. Remuneration was operationalized based on the approach proposed by (Hasibuan 2019), incorporating fairness, job evaluation, organizational financial capacity, external competitiveness, performance-based differentiation, and links to formal appraisal systems. Work motivation was measured through a needs-based perspective grounded in Maslow's hierarchy and operationalized following (Robbins and Judge 2023). Employee performance was assessed using the model advanced by (Said 2024), which considers quality of work, volume of output, timeliness, effectiveness, independence, and work commitment. These operational definitions ensured clarity, consistency, and replicability in measuring each construct.



Primary data were collected using structured questionnaires administered to all employees of BAPPELITBANGDA of Pasuruan Regency. With only 73 employees in the organization, the study elected to treat the whole workforce as the sample. All 73 employees were included in this study because the population was small and accessible (Chaniago, 2023). Using this approach helped to obtain more accurate data, reduce bias associated with sampling, and improve the reliability of the results (Abubakar *et al.* 2024). This decision led to the use of a complete count strategy, where no member of the population was excluded from participation. Secondary data were obtained from institutional records to support and validate the primary data. Data collection procedures followed self-administered survey techniques, where respondents completed the questionnaire independently, and all completed forms were retrieved immediately to ensure data completeness and accuracy. Information was obtained through a self-completed survey, with each item assessed using a five-point Likert scale representing levels of agreement (Marrone *et al.* 2016). Participants filled out the questionnaire without assistance, and the completed instruments were collected immediately to preserve data quality.

The analysis phase drew on a computational modeling method grounded in the PLS variant of structural equation modeling, and all calculations were performed through the SmartPLS 3 application. Variable characteristics were first summarized through descriptive statistics. The study began by scrutinizing the measurement specifications, testing whether the indicators met the required convergent and discriminant standards through their loading magnitudes, extracted variance levels, and cross-indicator behavior. Reliability was confirmed using multiple internal consistency measures. Following this, the structural configuration of the model was reviewed by analyzing its explanatory coefficients, estimated paths, and the significance values obtained from a bootstrapping procedure utilizing a 0.05 cutoff. The PLS-SEM method was selected because it offers strong predictive performance, remains stable under small-sample conditions, and effectively accommodates reflective-type constructs. The analytical strategy adopted in this study relied on PLS-SEM, given its predictive-driven framework, its stability in conditions of limited sample size, and its suitability for reflective-type measurement structures (Legate *et al.* 2021).

## RESEARCH RESULTS

### Characteristics of the Research Object

The research was conducted at the BAPPELITBANGDA of Pasuruan Regency, an institutional unit responsible for regional planning, policy formulation, research, and development activities. The agency operates under Regent Regulation No. 187/2021, which specifies its organizational structure, duties, and functional responsibilities. BAPPELITBANGDA consists of a Head of Agency, a Secretariat, four Planning Divisions, a Research and Development Division, a Monitoring and Evaluation Division, and several Functional Groups, all of which collectively support administrative coordination, development planning, and program evaluation within the local government.

### Respondent Profile

The respondents in this study consisted of all 73 employees of BAPPELITBANGDA Pasuruan Regency, representing a complete census of the organizational population. The demographic characteristics included variations in gender, age, and educational

background, reflecting the diverse human resources within the institution. Most respondents were in the productive age range and possessed undergraduate or graduate-level education, supporting the agency's analytical and planning functions. The distribution of tenure showed that employees had varying lengths of service, indicating a mix of experienced personnel and newer staff.

Table 2. Demographic profile of respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	43	59
	Female	30	41
Age Group	< 30 years	12	16
	30–39 years	29	40
	40–49 years	22	30
	≥ 50 years	10	14
Education Level	Diploma	15	21
	Bachelor's Degree	46	63
	Master's Degree	12	16

Source: BAPPELITBANGDA Pasuruan Regency (2025)

Overall, the respondent profile provided a comprehensive representation of the agency's workforce, enabling reliable measurement of workload, work environment, remuneration, motivation, and performance within the institutional context.

### Descriptive Statistics of Research Variables

The descriptive results for the workload variable indicate that employees generally perceive their workload as being within manageable limits, although certain aspects demonstrate moderate intensity. Indicators related to the volume of tasks, the suitability of job demands with employee skills, and the physical and mental conditions required to complete the work show that most respondents agreed that their workloads were substantial yet still achievable. The distribution of responses suggests that while employees often experience periods of high activity and pressing deadlines, they retain the ability to meet performance expectations. These findings reflect a balanced level of pressure within the organization, where workload is present but not to the extent of hindering task completion or triggering excessive strain.

Descriptive statistics for the work environment variable reveal that employees view their work setting as generally conducive to effective job performance. Respondents expressed favorable assessments regarding the physical work environment, including workspace layout, lighting, air circulation, and overall workplace comfort. In addition, the social and interpersonal components of the work environment particularly cooperation among coworkers, supportive interactions, and harmonious communication were rated positively. Facility availability, such as work tools, equipment, and administrative support, also received satisfactory ratings. These results indicate that BAPPELITBANGDA provides a supportive work environment that enables employees to carry out tasks efficiently and fosters a sense of stability and collaboration in the workplace.

For the remuneration variable, the descriptive results show that employees generally perceive the remuneration system as fair and aligned with their job responsibilities. Respondents indicated agreement with aspects related to salary fairness, job evaluation mechanisms, and the linkage between remuneration and workload. The

competitiveness of remuneration compared with similar institutions was also viewed positively, although some employees expressed moderate expectations for improvement in performance-based differentiation. Overall, the data demonstrate that the remuneration structure is considered adequate, consistent, and supportive of employee motivation, contributing to a sense of fairness and appreciation within the organization.

The descriptive findings for work motivation indicate that employees exhibit moderate to high levels of motivation across the indicators measured. Drawing on Maslow's framework, the data indicate that employees perceive the organization as successfully fulfilling the most fundamental layers of their needs. They express that their basic living requirements are supported through consistent earnings, and that their sense of physical and job-related security is also firmly maintained by the institution. Social needs were also fulfilled through supportive coworker relationships and opportunities for collaboration. Indicators related to esteem and self-actualization showed that employees felt valued and recognized for their contributions, and many perceived opportunities for skill development and personal growth. Collectively, these results suggest that the institution successfully fosters a motivational climate that encourages employees to perform their duties conscientiously.

The respondents' evaluations illustrate a generally favorable self-assessment of their job performance. Across key dimensions ranging from craftsmanship and productivity to punctuality, operational effectiveness, self-directed work, and dedication employees consistently rated themselves at higher performance levels. Employees reported that they consistently complete tasks accurately, meet deadlines, and uphold organizational procedures efficiently. The data also reflect strong personal responsibility and initiative, indicating that employees can work independently while maintaining alignment with institutional goals. Commitment indicators further show that respondents demonstrate dedication to achieving performance targets and supporting organizational activities. These findings collectively highlight a workforce that performs effectively and contributes positively to the organizational objectives of BAPPELITBANGDA.

### **Outer Model Evaluation**

The initial model check involved scrutinizing the indicators to confirm that they genuinely corresponded to and expressed the conceptual variables assumed in the measurement design. Examination of the PLS results revealed that all indicators associated with Workload (X1), Work Environment (X2), Remuneration Policy (X3), Work Motivation (Z), and Employee Performance (Y) exceeded the 0.50 loading threshold, demonstrating that each indicator reliably represents its corresponding latent variable and confirms strong convergent validity.



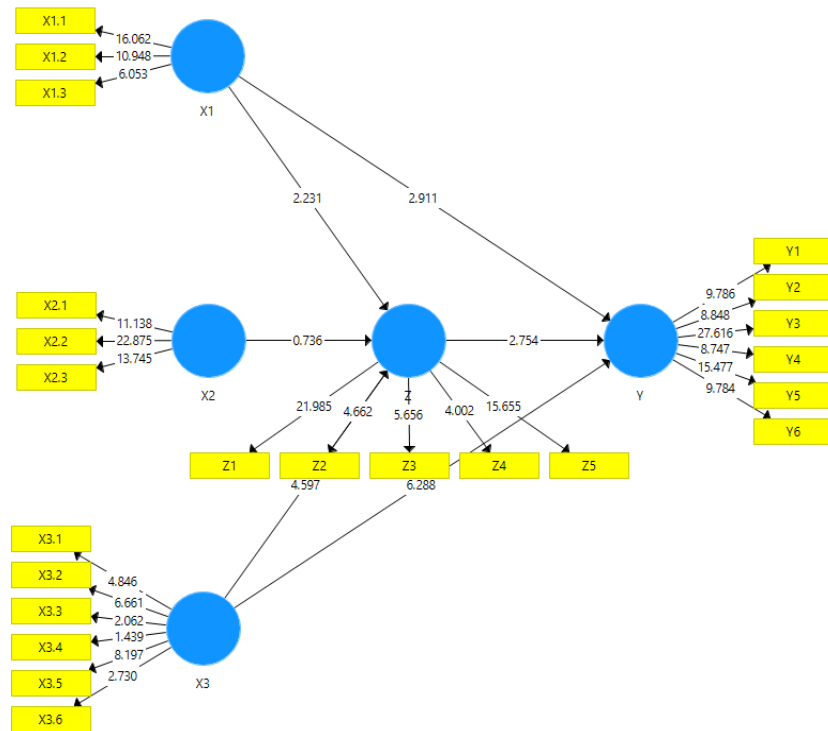


Figure 1. Model of Research  
 Source: Own Compilation, 2025

Table 3. Factor loadings (outer loadings)

Indicator	Workload (X1)	Work Environment (X2)	Remuneration (X3)	Work Motivation (Z)	Employee Performance (Y)
X1.1 ← X1	16.062				
X1.2 ← X1	10.948				
X1.3 ← X1	6.053				
X2.1 ← X2		11.138			
X2.2 ← X2		22.875			
X2.3 ← X2		13.745			
X3.1 ← X3			4.846		
X3.2 ← X3			6.681		
X3.3 ← X3			2.062		
X3.4 ← X3			5.439		
X3.5 ← X3			8.197		
X3.6 ← X3			2.730		
Z1 ← Z				21.985	
Z2 ← Z				4.662	
Z3 ← Z				5.656	
Z4 ← Z				4.002	
Z5 ← Z				15.655	
Y1 ← Y					9.786
Y2 ← Y					8.848
Y3 ← Y					27.616
Y4 ← Y					8.747
Y5 ← Y					15.477

Y6 ← Y	9.784
Source: Processed Data (2025)	

Table 3 demonstrates that every item included in the model surpasses the minimum loading requirement of 0.50, indicating that none of the indicators fail to capture the essence of their respective constructs. Rather than functioning as weak or ambiguous measures, each indicator shows a solid connection to the variable it represents, which strengthens the credibility of the measurement framework. The consistently strong loading patterns further imply that the observed data align well with the theoretical expectations that guided the development of the constructs. Taken together, these outcomes confirm that the measurement indicators used for workload, work environment, remuneration, work motivation, and employee performance have been designed and applied appropriately.

### Validity Test

All constructs recorded AVE values exceeding the 0.50 benchmark, implying that the indicators successfully represent the conceptual dimensions they are designed to measure. This level of extracted variance signifies that the latent constructs are empirically well-defined. Consequently, the measurement framework meets the requirements for convergence and is suitable to be advanced to the structural model assessment.

Table 4. Average Variance Extracted (AVE)

Construct	AVE
Workload (X1)	0.609
Work Environment (X2)	0.744
Remuneration (X3)	0.716
Employee Performance (Y)	0.546
Work Motivation (Z)	0.507

Source: Processed Data (2025)

Inspection of Table 4 shows that the AVE values for all measured constructs exceed the accepted minimum of 0.50. This pattern of results signifies that the indicators meaningfully cluster around their respective theoretical dimensions, providing strong evidence that the model fulfills the criteria for convergent validity. This indicates that a majority of the variation in the observed indicators is accounted for by their respective latent variables, satisfying the standard benchmarks for convergent validity in structural equation modeling. The AVE results confirm that the constructs possess adequate explanatory power and reflect the intended measurement dimensions. With both factor loadings and AVE values fulfilling the required standards, the measurement model can be considered valid and appropriate for proceeding to the next stage of analysis, namely the evaluation of internal consistency reliability and the structural (inner) model.

### Reliability Test

Assessment of the constructs' measurement quality relied on key reliability metrics Cronbach's Alpha, rho\_A, and Composite Reliability which collectively indicate the internal coherence of the indicators.

Table 5. Reliability values

Variable	Cronbach's rho_A	Composite Reliability
Workload (X1)	0.704	0.823
Work Environment (X2)	0.827	0.897
Remuneration Policy (X3)	0.810	0.730
Employee Performance (Y)	0.834	0.878
Work Motivation (Z)	0.757	0.834

Source: Processed Data (2025)

As presented in Table 5, every construct met or exceeded the recommended reliability thresholds. Specifically, Composite Reliability values for Workload, Work Environment, Remuneration Policy, Work Motivation, and Employee Performance all surpassed 0.70, indicating that the indicators reliably capture their intended latent variables. Additionally, the Cronbach's Alpha and rho\_A values were within acceptable limits, further supporting the robustness of the measurement instrument. These findings confirm that all constructs are consistently measured and are appropriate for advancing to the structural model evaluation.

### R-Square

The structural model's predictive capability was assessed using the R-square ( $R^2$ ) values for the endogenous constructs, as presented in Table 6.

Table 6. R-Square values

Construct	R-Square
Employee Performance (Y)	0.677
Work Motivation (Z)	0.382

Source: Processed Data (2025)

With an  $R^2$  value of 0.677, the model shows that changes in Employee Performance are largely driven about 67.7% by four predictors: Workload, conditions in the Work Environment, Remuneration Policy, and Work Motivation. This value falls within the substantial category, suggesting strong predictive relevance. Meanwhile, Work Motivation (Z) records an  $R^2$  value of 0.382, meaning that 38.2% of its variance is explained by Workload, Work Environment, and Remuneration Policy, which reflects a moderate level of predictive power. Altogether, these findings illustrate that the structural model possesses adequate explanatory strength and is appropriate for further hypothesis testing.

### Structural Path Coefficients (Inner Weights)

Table 7. Direct effects

Relationship	O	M	STDEV	T Statistics	P Values
X1 → Y (Workload → Employee Performance)	0.296	0.288	0.102	2.911	0.004
X2 → Y (Work Environment → Employee Performance)	0.283	0.372	0.113	2.736	0.002
X3 → Y (Remuneration Policy → Employee Performance)	0.461	0.471	0.073	6.288	0.000

Source: Processed Data (2025)

Direct-effect testing shows that all predictors contribute significantly to boosting Employee Performance (Y). Workload (X1) yields a significant coefficient (T-Statistic 2.911,  $p = 0.004$ ), while the Work Environment (X2) similarly enhances performance (T-Statistic 2.736,  $p = 0.002$ ). The strongest effect, however, is produced by the Remuneration Policy (X3), which displays overwhelming statistical support (T-Statistic 6.288,  $p = 0.000$ ). Since all p-values fall below the 0.05 threshold, these results confirm that the three predictors have statistically significant positive direct effects on employee outcomes.

Table 8. Indirect effects (mediated by work motivation)

Relationship	O	M	STDEV	T	P
	Statistics Values				
X1 → Z → Y (Workload → Motivation → Performance)	0.164	0.117	0.051	2.568	0.018
X2 → Z → Y (Work Environment → Motivation → Performance)	0.121	0.120	0.052	2.656	0.012
X3 → Z → Y (Remuneration → Motivation → Performance)	0.135	0.136	0.058	2.326	0.020

Source: Processed Data (2025)

Bootstrapping confirms that Work Motivation (Z) plays an integral mediating function connecting the predictors to Employee Performance. Workload (X1) shows a significant indirect pathway ( $T = 2.568$ ;  $p = 0.018$ ), followed by the Work Environment (X2) with a similarly meaningful effect ( $T = 2.656$ ;  $p = 0.012$ ). Remuneration Policy (X3) also demonstrates a motivation-driven influence ( $T = 2.326$ ;  $p = 0.020$ ). These findings collectively affirm that Work Motivation acts as a strengthening link among the three independent variables and employee performance levels.

## DISCUSSION

### The Effect of Workload on Employee Performance

The study reveals that the intensity of workload assigned to employees plays a decisive and immediate role in determining their performance levels. When tasks and responsibilities are well-organized and matched to employees' abilities, workload can enhance concentration, perseverance, and overall productivity. Conversely, an excessive workload may negatively affect both physical and mental health. These findings are consistent with studies by (Siswanto *et al.* 2019; Nabawi 2019; Fransiska & Tupti 2020; Hardono *et al.* 2019; Uğrak 2025; Syahputra *et al.* 2024), which highlight workload as a critical factor shaping performance outcomes. When the distribution of workload aligns with employees' capacity, it often acts as a catalyst that boosts their motivation and enhances the efficiency of their work completion. Although some research, such as (Azwar and Siswanto 2015), suggests that workload does not always impact motivation or performance, the present study confirms that, within the BAPPELITBANGDA Pasuruan context, workload exerts a meaningful direct effect, thereby validating H1.

### The Effect of Work Environment on Employee Performance

The research confirms that the work environment exerts a meaningful and measurable influence on how effectively employees carry out their responsibilities. Environments that are supportive both physically and socially create a sense of safety and comfort, motivating employees to carry out their responsibilities more effectively. This aligns with

(Rahma 2022; Sedarmayanti *et al.* 2020; Lelzaba *et al.* 2022; Amalia *et al.* 2023; Josephine *et al.* 2017), who noted that non-physical aspects of the workplace, including cooperative relationships and a harmonious atmosphere, are crucial for performance outcomes. Likewise, research by (Risahondua *et al.*, 2024; MM Nuridin & Simbolon, 2017) suggests that a positive work setting promotes higher job satisfaction, mitigates stress, and enhances productivity. The current results corroborate these earlier studies, confirming that a well-designed work environment directly contributes to improved employee performance, thereby substantiating H2.

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

The findings indicate that remuneration exerts a notable direct influence on employee performance. Remuneration that is perceived as fair, transparent, and aligned with job responsibilities enhances employees' sense of recognition and bolsters their motivation to meet organizational goals. This aligns with (Samboro *et al.* 2025; Bima 2017; Pomoeng and Rombeallo 2022), who argue that remuneration serves as a reward reflecting both performance and the scope of duties. Similarly, (Surya *et al.* 2023; Putra and Rezki 2020; Maulana and Yusuf 2024) emphasizes the importance of individual fairness, internal equity, and external equity, which shape employees' perceptions of justice and subsequently affect their work behavior. When employees perceive that their contributions are appropriately acknowledged through remuneration, their engagement and performance tend to improve. Accordingly, these results support H3, confirming that remuneration has a direct and positive effect on employee performance.

### **The Effect of Workload on Employee Performance Through Work Motivation**

The results further indicate that workload impacts employee performance indirectly by enhancing work motivation. This mediating effect aligns with McClelland's Achievement Motivation Theory (Yunita and Watini 2022; Jalil 2020; Wahyudi *et al.* 2022), which posits that individuals with a strong need for achievement are more driven when faced with meaningful and challenging tasks. By providing a structured and appropriately demanding workload, employees perceive themselves as capable of managing their responsibilities, which elevates their motivation levels. These findings are consistent with previous studies by (Siswanto *et al.* 2019; Hardono *et al.* 2019; Syahputra *et al.* 2024), which highlighted that workload and motivation jointly shape performance outcomes. In this framework, work motivation serves as a conduit that amplifies the influence of workload on performance, thereby confirming support for H4.

### **The Effect of Work Environment on Employee Performance Through Work Motivation**

The findings demonstrate that the work environment influences employee performance through work motivation. A supportive work environment characterized by adequate facilities, comfortable workspaces, positive relationships, and effective leadership enhances employees' psychological well-being and motivation. This result aligns with (Sudarmanto *et al.* 2022; Rahma 2022; Risahondua *et al.* 2024), who found that supportive workplace conditions significantly increase motivation. Furthermore, studies by (Maulana & Yusuf, 2024; Josephine *et al.*, 2017; Muhni, 2017) also found that a positive work environment strengthens employees' motivation, which then leads to improved performance. In public-sector organizations such as BAPPELITBANGDA Pasuruan Regency, the work environment is critical in fostering morale, collaboration, and productivity. Therefore, the findings confirm H5.

## **The Effect of Remuneration on Employee Performance Through Work Motivation**

The research confirms that remuneration structures trigger higher motivation levels, which subsequently translate into better performance outcomes for employees. This mediation aligns with the study by (Pomoeng and Rombeallo 2022; Bima 2017; Surya *et al.* 2023), which suggested that appropriate remuneration elevates motivation levels, subsequently enhancing performance outcomes. In Maslow's hierarchical view of human motivation, compensation operates as the foundation that stabilizes the lower rungs of need. Once these essential layers are secured, individuals are able to climb toward esteem and self-actualizing pursuits, which materialize in enhanced work achievements. Similarly, (Sari 2025; Pratiwi and Yuniarsih 2019; Samboro *et al.* 2025) emphasized that motivation serves as a critical intermediary between remuneration and performance, highlighting that even substantial financial rewards may not translate into optimal output without motivational support. Within the context of BAPPELITBANGDA Pasuruan Regency, equitable and well-structured remuneration strengthens employees' drive, sense of responsibility, and dedication to their roles. These results confirm the validity of H6, showing that motivation effectively mediates the relationship between remuneration and employee performance.

## **CONCLUSIONS**

The PLS analysis results indicate that employee performance is significantly enhanced by workload, work environment, and remuneration, with these factors exerting both direct effects and indirect effects mediated through work motivation. A well-balanced and structured workload that matches employees' capacities encourages focus, productivity, and stronger performance outcomes. Likewise, a conducive work environment physically safe, psychologically supportive, and comfortable fosters positive attitudes and enables employees to work more effectively. In addition, fair, transparent, and competitive remuneration policies strengthen performance not only by offering adequate remuneration but also by providing recognition that enhances employees' commitment to their organizational roles. The mediating role of work motivation further reinforces these relationships: an appropriately challenging workload stimulates motivation, a supportive work environment builds emotional comfort that drives enthusiasm, and fair remuneration increases both intrinsic motivation and productivity, collectively demonstrating that motivation functions as a key mechanism linking organizational factors to improved employee performance.

The overall findings highlight the importance of aligning structural, environmental, and remuneration-related elements to optimize both motivation and performance within the organization. These results imply that organizations need to evaluate and adjust workload distribution to ensure that tasks remain realistic, equitable, and capable of stimulating employee potential, while improvements to the physical and psychological work environment are essential to sustain employee well-being and performance. Similarly, remuneration systems must be designed to be fair and performance-based, supported by transparency in policy implementation to build trust and foster loyalty. Incentives, allowances, and achievement-based bonuses may further encourage employees to deliver optimal results. These conclusions offer valuable insights into organizational decision-making and point to the need for future research to explore additional mediating or moderating variables such as organizational commitment, leadership style, or job satisfaction to deepen the understanding of how internal organizational dynamics shape employee performance.



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