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## Improving Employee Performance Through Workload and Work Motivation at the Darunnajah Islamic Boarding School

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### ABSTRACT

*Islamic boarding schools as Islamic educational institutions are needed by the community, but their existence requires good management for the sustainability of the pesantren itself. This sustainability can be realized by improving the performance of employees in a pesantren, with improved performance it will affect the sustainability of the pesantren itself. This good performance can be obtained by providing workloads that are adjusted to their competence. In addition, good performance can be influenced by high employee motivation. The research sample consisted of 33 employees using smart PLS data analysis. with the results of research 1) workload has no significant effect on employee performance. 2) Workload has a positive and significant effect on work motivation. 3) Work motivation has a positive and significant effect on employee performance. 4) Work motivation is capable of mediating between workload and employee performance.*

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## 1. INTRODUCTION

The presence of good Islamic boarding schools is eagerly awaited by the community. The presence of Islamic boarding schools today is not only a choice for educating the nation's children. However, currently, education at Islamic boarding schools has become the main choice for parents in educating the nation's children. Parents believe in the education model at Islamic boarding schools. With all the advantages that Islamic boarding schools have, there are problems faced by Islamic boarding schools themselves, especially in preparing for the sustainability of Islamic boarding schools themselves, how sustainable Islamic boarding schools will be in the future, is one of the challenges for Islamic boarding schools that must be solved today.

Islamic boarding schools as educational institutions cannot be separated from the dynamics they face. However, the dynamics that are present must be resolved, so that the existence of the Islamic boarding school through employee performance will provide sustainability for the Islamic boarding school itself. The sustainability of Islamic boarding schools is largely determined by the performance of the human resources within them. Performance according to Mangkunegara (Nabawi, 2019) is the result of employee work in terms of quality and quantity that employees can achieve when carrying out their assigned obligations. The achievement of an employee's performance cannot be said to be perfect, because there are still targets that have not been achieved, especially in terms of quality. The performance target is not yet perfect because the workload is considered too heavy because apart from teaching, office duties and further education duties are also imposed, all of which must go hand in hand with each other.

The ability of an educational institution depends on how it manages its human resources, and good human resources can be seen from their performance. With good employee performance, the institution's goals will be achieved well (Mastur, 2023). Good performance can be obtained by providing workload according to competence. In general, excessive workload has a negative impact on employees, this will give rise to physical or mental fatigue and cause excessive emotional reactions, if the workload is small it will also reduce movement and result in boredom, boredom while working caused by low workload will result in lack of attention to work (Nabawi, 2019).

The success of employee performance can be associated with high employee motivation, and low motivation will produce low performance results. Motivation is the main factor in encouraging employees to perform well. Employee performance is the result of individual work in their roles and duties at a certain time, and related to the standards determined by the organization (Siahaan & Bahri, 2019). Meanwhile, performance is a real result of work that is observed based on the obligations that have been given and is in line with organizational goals (Sudiardhita (2019); Ardianto et al. (2021); Mutia et al. (2021)). Employee performance is obtained after the employee completes his duties and responsibilities both in quality and quantity, whether the targets are achieved or not achieved from the targets that have been planned in his work.

Employee performance is the result of work, both quality and quantity, achieved in accordance with the responsibilities given within the specified period (Mastur, 2021). The success of an employee in achieving his individual and group duties is in accordance with the authority and responsibility he has. Performance indicators according to Zulhelmi & Susanti (2017); Siahaan & Bahri (2019); Maimunah et al. (2020); Agustina & Sukwika (2021); and Ahmadi & Hardiyanto (2021) as follows: (1) Quality, measured by obtaining quality that is close to perfection by considering aspects of accuracy, neatness and completeness of the expected quality results of graduates. (2) Quantity, the number of results obtained and capable of being completed. This includes the quantity of graduates produced in a predetermined period. (3) Punctuality, and completion time according to the timeliness mutually agreed on the graduates' punctuality. (4) Effectiveness, the ability to choose the right means to complete the agreed goals. (5) Independence, the solution can be done alone.

The meaning of workload according to Komaruddin Sastradipoera in Surijadi & Musa (2020) is a step used in determining the number of hours a person works that is needed or used to complete work in a certain period. According to Danang (2012) Workload is a step in a lot of activities and is a cause of a person's tension. Work load according to Bramasta et al. (2021) is something that an employee feels is beyond their ability to carry out their work. Too much workload will create employee tension and can trigger stress, this is caused by demands that are too high with a large volume of work, where workload indicators are (1) Working time, (2) Number of jobs, (3) Internal factors. (4) External factors (Sulastri & Onsardi, 2020).

According to Hasibuan (2012) Motivation is a driving force that is able to generate enthusiasm for employees' work, so that they are able to work both individually and collaboratively, work effectively, and are integrated as a way to achieve satisfaction. Mangkunegara (2009) Motivation is a form of encouragement in activities, which begins with self-encouragement and ends in self-adjustment and self-adjustment in order to satisfy motivation. Motivation to comply Dewi & Harjoyo (2019) interpreted as encouragement that triggers a feeling of enthusiasm and is able to change a man's behavior for the better.

With the motivation that employees have, it will have an effect on achieving targets and employees are able to work effectively and efficiently. Motivation is the most important thing that must be generated so that employees are encouraged to behave and act in accordance with expectations so that the planned goals will be achieved (Enny, 2019). Indicators of work motivation according to Mangkunegara (2009) includes: (1) Hard work, (2) Future oriented, (3) Having high ideals, (4) Oriented to tasks or work targets, (5) Striving to progress. (6) Diligence in work. (7) Good colleagues, (8) Utilization of time.

The framework in a study comes from the results of previous research, from the results of a research study which underlies the research hypothesis this time, among others Surijadi & Musa (2020); Bramasta et al. (2021) which states that workload affects performance. But in research Ajeng & Wachid (2020); Putri et al.

(2022) stated that workload had a negative and insignificant effect on performance. Based on the theoretical basis and results of previous research, this hypothesis will be tested again with the hypothesis:

H1: Workload has a positive and significant effect on employee performance.

Research on work results on work motivation has been carried out by Bramasta et al. (2021); Maria Hariroh et al. (2022) states that workload influences work motivation. However, there is different research found by Sulastrri & Onsardi (2020) under workload has a significant negative effect on employee performance. From previous research, the following hypothesis will be tested again:

H2: Workload has a positive and significant effect on work motivation

Research on work motivation on performance was conducted by Ajeng & Wachid (2020); Mubyl (2020); Tolu et al. (2021) that work motivation has a positive effect on employee performance. Meanwhile, different research is shown by Satria, (2022) Motivation has a negative and significant effect on employee performance. From this research, it needs to be tested again with the following hypothesis:

H3: Work motivation has a positive and significant effect on performance

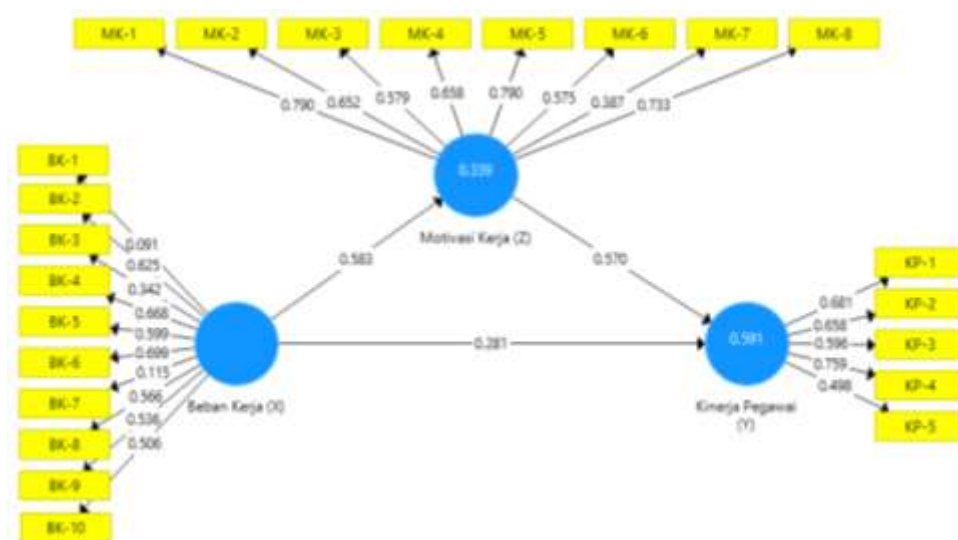
Research on whether work motivation is able to mediate workload on employee performance has been carried out by Agustina & Sukwika (2021); Ahmadi & Hardiyanto (2021); and Ardianto et al. (2021) that work motivation is able to mediate between workload and employee performance. In contrast to research from Satria (2022) that work motivation is unable to mediate between workload and employee performance. From this research it is necessary to retest the following hypothesis:

H4: Work motivation mediates workload on employee performance

## 2. RESEARCH METHODS

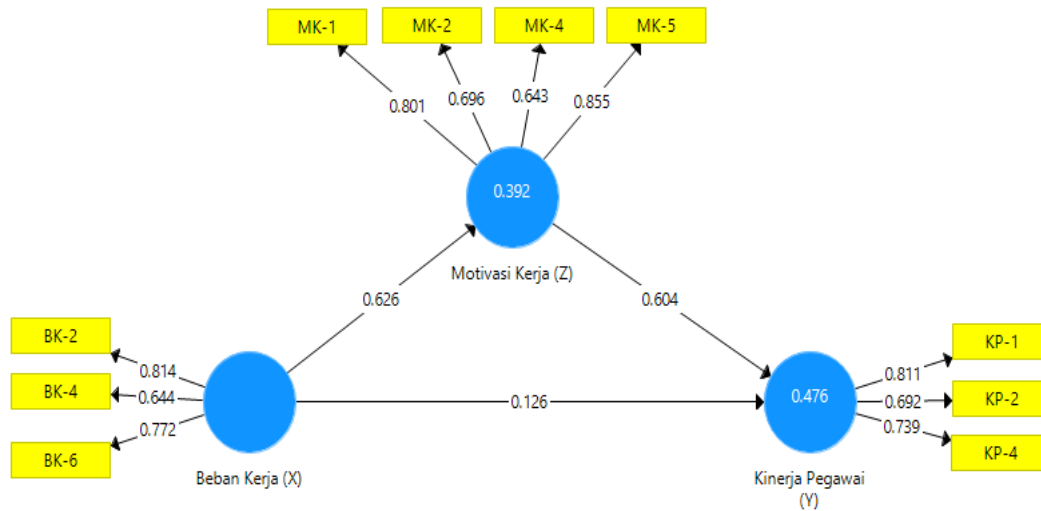
The research method uses the causality method for causal influences on workload variables, work motivation on employee performance. Data analysis uses smart PLS to test the measurement model by looking at the outer model and inner model (Ghozali, 2021). The population is 39 second year employees, but from the data collected only 33 or 84.6 percent of the total population. So the collected population is sampled as a whole using saturated sampling. Data collection uses questionnaires distributed to the population.

## 3. RESULTS AND DISCUSSION



**Figure 1.** First Factor Loading Test Results  
 Source: SmartPLS data processing results in 2023

The results of the factor loading measurements show that there are still several indicators that are below 0.600. Thus, indicators that still have a value below 0.600 are discarded, and then tested again, so that overall the indicators meet good convergent validity. From Figure 1, there are still thirteen indicators that have factor loadings below 0.600. These indicators are discarded so that they can be calculated again. While from Figure 2, the overall factor loading value is above 0.600. Thus, this shows that overall the indicators have met good convergent validity.



**Figure 2.** Second Factor Loading Test Results  
Source: SmartPLS data processing results in 2023

**Validity and Reliability Test.** After the final test was carried out, the overall factor loading value was above 0.600, so that the validity test of the statement could be said to be valid and worthy of the next test. An instrument can be said to be reliable if the instrument is good enough with an alpha coefficient value equal to or more than 0.600. The results of the reliability test can be said to be quite good if Combach's alpha is equal to or greater than 0.600, and composite reliability has a value equal to or greater than 0.600, so that from the overall test results it is above 0.600, which means that the overall variable can be said to be reliable.

**Table 1.** Reliability Test

Variable	Cronbach's Alpha	rho-A	Composite Reliability	Average Variance Extractor (AVE)	Information
Workload (X)	0.648	0.684	0.790	0.558	Reliable
Work Motivation (Z)	0.661	0.625	0.793	0.561	Reliable
Employee Performance (Y)	0.744	0.768	0.838	0.568	Reliable

Source: SmartPLS data processing results in 2023

**Model Feasibility Test.** This test looks at the results of the inner model with R-Square results to explain whether potential factors have substantive consequences or not. Based on Table 2, the R Square value of Employee Performance is 0.476, meaning that employee performance can be influenced by workload and work motivation by 47.6 percent, while 52.4 percent can be influenced by other variables. Meanwhile, the R Square of work motivation is 0.392, meaning that work motivation can be influenced by workload by 39.2 percent, while 60.8 percent is influenced by other variables.

**Table 2.** R Square Output

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0.476	0.441
Work Motivation (Z)	0.392	0.372

Source: SmartPLS data processing results in 2023

**Table 3.** Hypothesis Testing

<i>Variable</i>	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Workload (X) -> Employee Performance (Y)	0.126	0.110	0.219	0.576	0.565
Workload (X) -> Work Motivation (Z)	0.626	0.658	0.087	7,214	0,000
Work Motivation (Z) -> Employee Performance (Y)	0.604	0.622	0.163	3,694	0,000

*Source: SmartPLS data processing results in 2023*

**Workload Has No Effect on Employee Performance.** The effect of workload on employee performance is 0.126 with a t-statistic value of  $0.576 < 1.967$  and a p value of  $0.565 > 0.05$ , so it can be concluded that workload has no significant effect on employee performance. The research results are supported by Ajeng & Wachid (2020); Putri et al. (2022) states that workload has a negative and insignificant effect on employee performance. The indicator of the workload variable has a large value (BK-2) of 0.814, which states that the work targets that must be achieved by employees are clear, this means that the assignment of employee tasks has been conveyed well so that employees understand their respective work targets. However, there is still an indicator whose value is at least (BK-4) 0.644, which means that the current staff are not enough to handle the work, so the existing workload is not commensurate with the number of existing staff.

**Workload Has a Positive Effect Significantly on Work Motivation.** The influence of workload on work motivation is 0.626 with a t-statistic value of  $7.214 > 1.967$  and a p value of  $0.000 > 0.05$ , so it can be concluded that the influence of workload on work motivation has a positive effect significantly. This means that the more proportional work assignments, the more higher employee work motivation. Research supported by Bramasta et al. (2021) and Hariroh et al., (2022) states that workload influences work motivation. The work motivation variable has a large value (MK-5), namely 0.855, which states that employees always try to move forward in achieving institutional goals. This means that employees already have high motivation to achieve institutional goals.

**Work Motivation Has a Positive Effect Significantly on Employee Performance.** Work motivation has an effect on performance of 0.604 with a t-statistic value of  $3.694 > 1.967$  and a p value of  $0.000 > 0.05$ , so it can be concluded that work motivation has a positive effect on employee performance significantly. The greater the motivation that employees have, the more enthusiastic they can be in carrying out their duties so that it will have an impact on employee performance. Research supported by Ajeng & Wachid (2020); Mubyl (2020); Agustina & Sukwika (2021); Ahmadi & Hardiyanto (2021); Ardianto et al. (2021); and Tolu et al. (2021) that work motivation has a positive effect on employee performance. The employee performance variable has a large value (KP-1), namely 0.811, which states that employees already have good quality work, this needs to be maintained for the sustainability of the institution.

**Table 4.** Mediation Test

<i>Variable</i>	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Workload (X) -> Work Motivation (Z) -> Employee Performance (Y)	0.378	0.413	0.135	2,808	0.005

*Source: SmartPLS data processing results in 2023*

**Mediation Test.** The mediating effect of work motivation on workload and employee performance with t-statistics  $2.808 > 1.967$  and p value  $0.005 > 0.05$ , so it can be concluded that work motivation is able to mediate between workload and employee performance.

#### 4. CONCLUSIONS

The conclusions of this research are as follows: (1) Workload has no effect on employee performance. (2) Workload has a positive and significant effect on work motivation. (3) Work motivation has a positive and

significant effect on employee performance. (4) Work motivation is able to mediate between workload and employee performance.

The suggestion of this research are as follows: (1) The workload in assigning tasks to employees has been conveyed well, this needs to be maintained and improved, work targets must be conveyed well to employees, so that employees correctly understand the targets of the work they have to complete. However, it is also necessary to pay attention to the composition of the number of employees in completing a job, so that the workload is proportional to the number of existing employees. (2) Employees already have high motivation to progress and participate in achieving the institution's goals, this needs to be maintained through various activities, so that motivation will continue to grow. However, the motivation to complete work of high quality is still low, this needs to continue to be developed, so that the results of work are not only quantity, but also quality which is prioritized. (3) The performance shown by employees in terms of quality needs to continue to be improved, but in achieving the expected targets each period, it also needs to continue to be improved. (4) In providing employee workload, it must be accompanied by providing work motivation as well, so that providing work motivation will increase employee enthusiasm in completing work with a high load.

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