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## Employee Performance: Workload, Compensation and Employee Placement with Motivation as an Intervening Variable at the Pengadilan Tinggi Padang

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**Abstract:** This study aims to identify the impact of Workload, Compensation and Employee Placement on Employee Performance with Motivation as an intervening variable at the Pengadilan Tinggi Padang. The research method employed involves sampling from a population of 114 employees at the Pengadilan Tinggi Padang, consisting of 94 Civil Servants (PNS) and 20 Non-PNS employees. From this population, a sample of 94 Civil Servants was selected for the study. Primary data was collected through questionnaires distributed to the 94 respondents. Data analysis was performed using SmartPLS 4 with Partial Least Squares (PLS) based Structural Equation Modeling (SEM). The results of this study indicate that: (1) Workload has a positive and significant effect on Motivation. (2) Compensation has a positive and significant effect on Motivation. (3) Employee Placement has a positive but insignificant effect on Motivation. (4) Workload has a negative and significant effect on Employee Performance. (5) Compensation has a positive but insignificant effect on Employee Performance. (6) Employee Placement has a positive and significant effect on Employee Performance. (7) Motivation has a positive and significant effect on Employee Performance. (8) Workload has a positive but insignificant effect on Employee Performance with Motivation as an intervening variable. (9) Compensation has a positive and significant effect on Employee Performance with Motivation as an intervening variable. (10) Employee Placement has a positive but insignificant effect on Employee Performance with Motivation as an intervening variable. (11) The contribution of Workload, Compensation and Employee Placement to Motivation is 0.454 or 45.4%, while the remaining is influenced by other variables not examined in this study. (12) The contribution of Workload, Compensation, Employee Placement and Motivation to Employee Performance is 0.449 or 44.9%, while the remaining is influenced by other variables not examined in this study.

**Keywords:** Workload, Compensation, Employee Placement, Motivation and Employee Performance.

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## INTRODUCTION

Human Resources is one of the key factors in achieving optimal performance, as HR is a determining factor in the effective and efficient attainment of goals (Syafei & Mardiansyah, 2020). Human Resources (HR) have become very important in the governance process to be able to face the currents of globalization. With the increasing competition in the job market, institutions or agencies must continuously improve their employees performance so that they can work effectively and provide benefits to both the community and the institution or agency (Ohorella et al., 2023).

Humans, as the main factor in every organizational activity, are a unique asset. This is because there are numerous influencing factors in their management that are very difficult to predict, which will certainly affect the performance achievements of each individual employee. The success of an organization in achieving its previously set goals greatly depends on the ability of its human resources to carry out their tasks (Paramitadewi, 2017).

Performance is a function of motivation and ability. A certain level of preparation and ability is required to complete tasks according to Sutrisno, 2013 in (Putri et al., 2023). The success of an organization depends on the actions of its members. Therefore, every work unit within the organization must be assessed for its performance so that the performance of the human resources included in that organizational unit can be evaluated objectively (Putri et al., 2023).

The performance of employees at the Pengadilan Tinggi Padang is one of the key determining factors in ensuring the success and operational efficiency of this institution. As an institution responsible for law enforcement in West Sumatra, the quality of service and justice provided greatly depends on how well the employees perform their duties.

One of the factors that influences Employee Performance is Workload. According to Meshkati in (Hermingsih & Purwanti, 2020), Workload can be defined as a discrepancy between the capacity or ability of the worker and the demands of the job that must be faced. The Minister of Home Affairs Regulation No. 12/2008 states that workload is the amount of work that must be borne by a position or organizational unit and is the product of the volume of work and time standards. If a worker's abilities exceed the demands of the job, feelings of boredom will arise (Sadiman, 2022).

At the Pengadilan Tinggi Padang, several employees are facing a high volume of work that requires them to work under tight time pressure. This imbalance not only disrupts work-life balance but also negatively impacts performance quality and work efficiency.

In addition, the compensation system also plays a significant role in influencing employee performance. Compensation is one of the factors that directly or indirectly affects the level of employee performance (Husin et al., 2021). Fair and adequate compensation can enhance employees motivation to work better. Payment or compensation is very important to consider in boosting employee motivation, which will ultimately lead to the desired work results. In fact, it can be enhanced by providing compensation that corresponds to the level of risk associated with each job (Siagian, 2018).

Compensation, especially in the form of performance allowances or remuneration, has a significant impact on employee performance. However, the Pengadilan Tinggi Padang found that the compensation provided is not commensurate with the workload and responsibilities that employees must bear. This results in job dissatisfaction, which impacts the decline in productivity and the quality of service provided by employees.

In addition, employee placement is one of the important factors that cannot be overlooked in achieving organizational goals, and employees must possess the appropriate skills according to each individual's area of expertise. This is because proper placement in their respective fields will make the organization's objectives effective and efficient in carrying out the assigned tasks (Akbar et al., 2023).

Employee Placement is a human resources policy to determine a person's position or role. (Rusdiana, 2022). Individuals within an organization have different characteristics from one another, and these differences will result in each individual working with varying abilities as well (Lussy, 2020).

In addition, Motivation is also one of the internal factors that influence how employees work and how much effort they put into completing their tasks. Motivation is a source of strength that drives and controls human behavior. Work motivation is one of the factors that determine a person's performance, the extent of motivation's influence on performance depends on the intensity of the motivation provided (Sutanjar & Saryono, 2019). Work motivation plays a crucial role in influencing an individual's work achievement, as a high level of motivation enables employees to achieve optimal quality and quantity in their work results (Lou DOE et al., 2023). Motivation in the Pengadilan Tinggi Padang is influenced by several factors including Workload, Compensation and Employee Placement. Employees who are less motivated tend to show a lack of initiative and commitment to their work.

The performance of employees at the Pengadilan Tinggi Padang has not yet reached an optimal level, influenced by several factors including excessive and unbalanced workloads, inadequate compensation, improper placement, and low work motivation. This low performance impacts operational efficiency and the quality of legal services provided to the public.

In relation to the above phenomenon, the author considers it important to examine the relationship between Workload, Compensation, Employee Placement and Motivation that affects Employee Performance at the Pengadilan Tinggi Padang. With a better understanding of the factors influencing employee performance, the court can implement effective measures to enhance employee performance, which will also have a positive impact on law enforcement and public service as a whole.

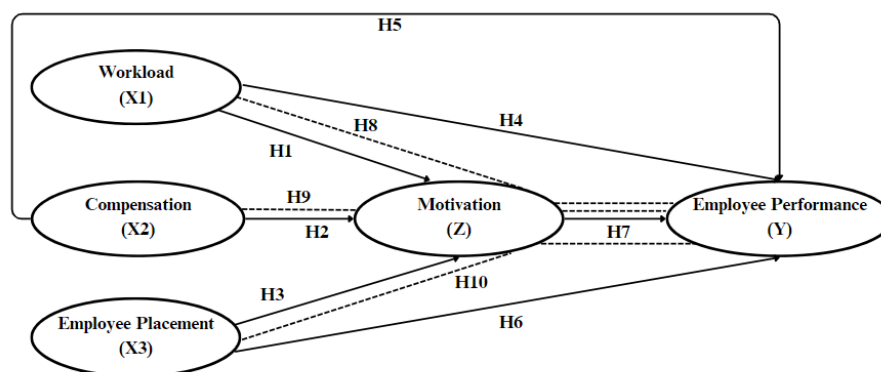


Figure 1. Conceptual Framework

## METHOD

This research methodology employs a descriptive and quantitative approach to understand the relationship between Workload (X1), Compensation (X2) and Employee Placement (X3) as independent variables, Employee Performance (Y) as the dependent variable and Motivation (Z) as the intervening variable. The research object is the Pengadilan Tinggi Padang. The population in this study consists of 114 employees of the Pengadilan

Tinggi Padang, which includes 94 Civil Servants (PNS) and 20 non-PNS employees. The research sample was taken from 94 individuals who are Civil Servants. The research instrument uses a Likert Scale, and data is collected through field methods, including questionnaire completion, interviews and observations. Data analysis was conducted using Partial Least Squares-based Structural Equation Modeling (SEM-PLS).

## RESULTS AND DISCUSSION

### Validity Test

Validity measures the accuracy of the data collected by researchers compared to actual data. This validity test ensures that the questionnaire instrument is valid. According to (Hamid & Anwar, 2019), the criteria for validity testing in SEM-PLS using SmartPLS consist of:

- Convergent Validity: This measures the extent to which the results of measuring one concept correlate positively with another concept. Convergent validity is considered good if the outer loading  $>0.7$  and the Average Variance Extraction (AVE)  $>0.5$  (Hair et al., 2011).
- Discriminant Validity: This assesses whether the construct has adequate discrimination, based on the cross-loading of measurements and the comparison of the square root of Average Variance Extracted (AVE) for each construct.

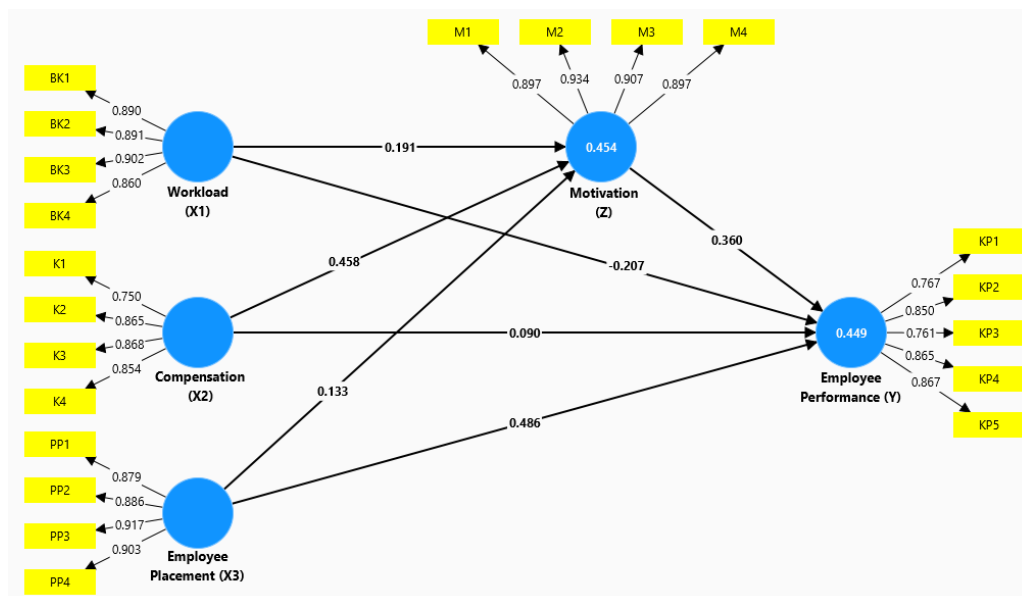


Figure 2. Outer Loading

From the image above, it can be seen that the values of each indicator or the values of convergent validity are above 0.7. Therefore, it can be concluded that all these items have met the criteria to proceed to the next analysis.

### Assessment of Average Variance Extracted (AVE)

The validity criteria of a construct or variable can also be assessed through the Average Variance Extracted (AVE) value of each construct or variable. A construct is said to have high validity if its value is above 0.50.

Table 1. Average Variance Extracted Values (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance (Y)	0,678

Motivation (Z)	0,826
Workload (X1)	0,785
Compensation (X2)	0,698
Employee Placement (X3)	0,803

Source: SmartPLS Data Processed Results, 2024

Based on the table above, it can be concluded that all constructs or variables meet the criteria for good validity. This is indicated by the Average Variance Extracted (AVE) values above 0.50.

### Reliability Test

Once the validity level of the data has been determined, the next step is to assess the reliability of each construct or variable. This evaluation involves examining the composite reliability and Cronbach's alpha values. A construct is considered reliable if it yields composite reliability and Cronbach's alpha values >0.70.

**Table 2. Reliability Values**

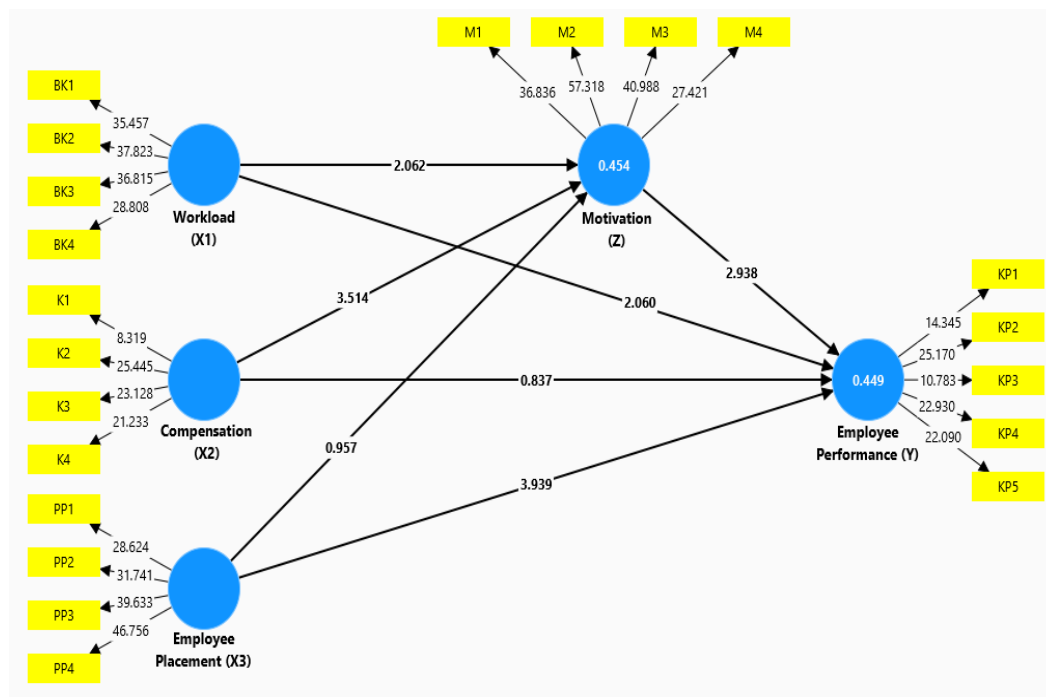
Variable	Composite Reliability (rho_c)	Coronbachs Alpha
Employee Performance (Y)	0,913	0,881
Motivation (Z)	0,950	0,930
Workload (X1)	0,936	0,909
Compensation (X2)	0,902	0,856
Employee Placement (X3)	0,942	0,919

Source: SmartPLS Data Processed Results, 2024

Based on the SmartPLS output in the table above, the composite reliability and Cronbach's alpha values for each construct or variable have been found to be greater than 0.70. It can thus be concluded that the level of data reliability is good or reliable.

### Inner Model Testing (Structural Model)

The next testing process is the inner model or structural model testing, which aims to determine the relationships between constructs as hypothesized. The structural model is evaluated by considering the R-Square value for the endogenous constructs based on the influence they receive from the exogenous constructs.



**Figure 3. Structural Model (Inner Model)**

### R-Square Value

The evaluation of the inner model is assessed through the R-Square value. This study uses Adjusted R-Square due to its flexibility when additional independent variables are added to the model (Ghozali, 2018). The higher the Adjusted R-Square value, the more the independent variables can explain the variance of the related variable.

**Table 3. Evaluation of R-Square Value**

Variable	R-Square	Adjusted R-Square
Employee Performance (Y)	0,473	<b>0,449</b>
Motivation (Z)	0,472	<b>0,454</b>

Source: R-Squared Results, SmartPLS, 2024

In the table, the Adjusted R-Square value for the Employee Performance construct is 0.449 or 44.9%, which illustrates the extent of the contribution that the Employee Performance construct receives from the Workload, Compensation, Employee Placement and Motivation constructs, or the simultaneous influence of the Workload, Compensation, Employee Placement and Motivation constructs. This means that 55.1% of the variation in Employee Performance is influenced by other variables not included in this study. Meanwhile, Motivation at 0.454 or 45.4% indicates the extent of the contribution made by Workload, Compensation and Employee Placement in explaining or influencing Work Motivation. In other words, 54.6% of the variation in Work Motivation is influenced by other variables not examined in this study.



## Hypothesis Testing

### - Direct Effect

**Table 4. Direct Effect**

Path	Original Sample	T-Statistic	P-Values	Decision
Workload (X1) -> Motivation (Z)	0,191	2,062	0,039	Hypothesis Accepted
Compensation (X2) -> Motivation (Z)	0,458	3,514	0,000	Hypothesis Accepted
Employee Placement (X3) -> Motivation (Z)	0,133	0,957	0,339	Hypothesis Rejected
Workload (X1) -> Employee Performance (Y)	-0,207	2,060	0,039	Hypothesis Accepted
Compensation (X2) -> Employee Performance (Y)	0,090	0,837	0,403	Hypothesis Rejected
Employee Placement (X3) -> Employee Performance (Y)	0,486	3,939	0,000	Hypothesis Accepted
Motivation (Z) -> Employee Performance (Y)	0,360	2,938	0,003	Hypothesis Accepted

Source: Direct Effect Test Results, SmartPLS, 2024

Based on table 4, the results of the hypothesis testing in this study show that out of the seven hypotheses, two hypotheses were not accepted or rejected. These are H3 and H5, as the t-statistic value is  $<1.96$  and the p-values  $>0.05$ . The condition for accepting a hypothesis is that the t-statistic value must be  $>1.96$  and the p-values  $<0.05$ .

### - Indirect Effect

**Table 5. Specific Indirect Effect**

Path	Original Sample	T-Statistic	P-Values	Decision
Workload (X1) -> Motivation (Z) -> Employee Performance (Y)	0,069	1,763	0,078	Hypothesis Rejected
Compensation (X2) -> Motivation (Z) -> Employee Performance (Y)	0,165	2,222	0,026	Hypothesis Accepted
Employee Placement (X3) -> Motivation (Z) -> Employee Performance (Y)	0,048	0,732	0,464	Hypothesis Rejected

Source: Indirect Effect Test Results, SmartPLS, 2024

Based on the table, it can be seen that out of the three hypotheses tested, only one hypothesis is accepted, which is the indirect effect of Compensation with Motivation on Employee Performance with a t-statistic  $>1.96$  and p-values  $<0.05$ . Conversely, the indirect effects of Workload and Employee Placement with Motivation on Employee Performance are rejected, as the t-statistic value is  $<1.96$  or the p-values  $>0.05$ .

## **DISCUSSION OF RESEARCH RESULTS**

### **The Effect of Workload on Motivation**

Based on the research findings, it was found that Workload has a positive and significant effect on the Motivation of Employees at the Pengadilan Tinggi Padang. This shows that the higher the workload received by employees, the greater their motivation in carrying out their tasks. This positive influence can occur because employees feel more motivated to achieve better work results as a form of responsibility towards the assigned tasks. Additionally, a challenging workload may enhance the sense of achievement and job satisfaction, which in turn encourages an increase in motivation.

The research results are in line with studies conducted by (Amri, 2020), (Ariman, 2017), (Arita & Agustin, 2022) and (Zahra, 2021) which state that Workload has a significant effect on Motivation.

### **The Effect of Compensation on Motivation**

Based on the research findings, it was found that compensation has a positive and significant effect on motivation among employees of the Pengadilan Tinggi Padang. This indicates that an increase in compensation, whether in the form of salary, benefits, or other facilities, significantly contributes to the enhancement of employee motivation. When employees feel that the compensation they receive is in line with their contributions, they tend to feel more valued and motivated to give their best at work.

The results of this study are in line with the research conducted by (D. S. Harahap & Khair, 2019) which states that compensation has a significant effect on motivation.

### **The Effect of Employee Placement on Motivation**

Based on the research findings, it was found that Employee Placement has a positive but insignificant effect on the Motivation of employees at the Pengadilan Tinggi. Although placing employees in positions that align with their skills and interests shows a positive effect on motivation, its influence is not significant enough to bring about substantial changes in overall motivation levels.

The results of this study are in line with the research conducted by (Narotama et al., 2016) which states that Employee Placement has an insignificant effect on Motivation.

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

Based on the research findings, it was found that workload has a negative and significant impact on employee performance. This finding indicates that an increase in workload can significantly reduce employee performance. When the workload becomes too heavy or is not managed properly, employees may experience fatigue and a decline in work quality. A high workload can lead to decreased focus, more frequent mistakes, and delays in task completion, which in turn negatively affects overall performance.

The results of this study are in line with the research conducted by (Asamani et al., 2015) and (Paramitadewi, 2017) which states that Workload has a significant effect on Performance.

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

The research results indicate that compensation has a positive but insignificant effect on employee performance. This finding suggests that although there is a positive relationship between compensation and employee performance meaning that an increase in compensation tends to encourage improvements in performance the impact is not significant enough to bring about substantial changes in overall performance.



The results of this study are in line with the research conducted by (Hindardjo & Utami, 2019), (A. Arifin et al., 2023) and (Latief et al., 2018) which state that compensation has an insignificant effect on performance.

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

The research results indicate that Employee Placement has a positive and significant impact on Employee Performance. This suggests that good placement ensures that employees are in positions where they can maximize their skills and knowledge, which can enhance efficiency, work quality, and overall productivity. When employees are placed in roles that align with their expertise, they tend to feel more confident and motivated, which contributes to better performance.

The results of this study are in line with the research conducted by (Karneli et al., 2024) and (Usman et al., 2021) which states that Employee Placement has a significant effect on Performance.

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

The research results indicate that motivation has a positive and significant impact on employee performance. These findings suggest that a high level of motivation can significantly enhance employee performance. When employees feel motivated, they tend to work harder, be more committed, and focus more on achieving their work goals.

The results of this study are in line with the research conducted by (Gachengo & Wekesa, 2017), (Lesva Cahyani, 2022), (Siagian, 2018) and (Nur Ash Shidiq & Azizah, 2019) which states that motivation has a significant effect on employee performance.

### **The Effect of Workload on Employee Performance with Motivation as an Intervening Variable**

The test results show that Workload has a positive but insignificant effect on Employee Performance with motivation as an intervening variable. This means that although workload can enhance employee motivation, its impact on employee performance is not significant enough when motivation is considered as a mediator. This indicates that a high workload may not always lead to substantial changes in employee performance through motivation.

The results of this study are in line with the research conducted by (Putri et al., 2023) which states that Workload has an insignificant effect on Employee Performance through motivation as an intervening variable.

### **The Effect of Compensation on Employee Performance with Motivation as an Intervening Variable**

The test results show that compensation has a positive and significant effect on employee performance with motivation as an intervening variable. This finding shows that fair and adequate compensation serves as a key driving factor that enhances employee motivation, and this increase in motivation, in turn, positively impacts their performance. In other words, good compensation not only directly affects employee performance but also does so through the enhancement of motivation, which makes employees more enthusiastic and dedicated to their work.

The results of this study are in line with the research conducted by (Siagian, 2018) which states that compensation has a significant effect on employee performance through motivation as an intervening variable.

## The Effect of Employee Placement on Employee Performance with Motivation as an Intervening Variable

The test results show that Employee Placement has a positive but insignificant effect on Employee Performance with motivation as an intervening variable. This finding shows that placing employees in positions that align with their skills and interests does not substantially enhance employee performance through motivation. This may indicate that other factors might have a stronger influence on determining employee performance than the placement itself.

The results of this study are in line with the research conducted by (Gunadi et al., 2020) which states that Employee Placement has an insignificant effect on Employee Performance.

## CONCLUSION

Based on the results of data analysis and the interpretation of the research findings and discussions presented earlier, several conclusions can be drawn from the research as follows:

1. Workload has a positive and significant effect on Motivation at the Pengadilan Tinggi Padang.
2. Compensation has a positive and significant effect on Motivation at the Pengadilan Tinggi Padang.
3. Employee Placement has a positive but insignificant effect on Motivation at the Pengadilan Tinggi Padang.
4. Workload has a negative and significant effect on Employee Performance at the Pengadilan Tinggi Padang.
5. Compensation has a positive but insignificant effect on Employee Performance at the Pengadilan Tinggi Padang.
6. Employee Placement has a positive and significant effect on Employee Performance at the Pengadilan Tinggi Padang.
7. Motivation has a positive and significant effect on Employee Performance at the Pengadilan Tinggi Padang.
8. Workload has a positive but insignificant effect on Employee Performance with Motivation as an intervening variable at the Pengadilan Tinggi Padang.
9. Compensation has a positive and significant effect on Employee Performance with Motivation as an intervening variable at the Pengadilan Tinggi Padang.
10. Employee Placement has a positive but insignificant effect on Employee Performance with Motivation as an intervening variable at the Pengadilan Tinggi Padang.

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