

## Regular article

## The Effect of Employee Involvement and Workload on Employee Performance Through Work Motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office

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## ABSTRACT

Employee performance improvement is a top priority for PT. Wijaya Karya Beton Deli Serdang Branch Office supports the achievement of production and service targets. In a dynamic work environment, achieving optimal performance is the main goal of every organization. Employee engagement and workload are two factors that can affect performance, both directly and through work motivation. This study aims to identify and analyze the effect of employee engagement and workload on employee performance through work motivation as a mediating variable at PT. Wijaya Karya Beton Deli Serdang Branch Office. This study is a descriptive study with a quantitative approach. The population and sample of the study were 89 employees of PT. Wijaya Karya Beton Deli Serdang Branch Office. The data analysis method used structural equation modeling. The results showed that employee engagement, workload, and work motivation had a positive and significant effect on employee performance. Employee engagement and workload had a positive and significant effect on work motivation. Work motivation mediates the effect of employee engagement and workload on employee performance.

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## Introduction

Today, State-Owned Enterprises (BUMN) are increasingly moving forward to realize their role as engines of economic growth in Indonesia, providing jobs, accelerating social welfare, and others. This can be realized if they can apply the values of the BUMN ministry as stated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-06/MBU/07/2020 article 5, namely that every BUMN must be trustworthy, competent, harmonious, loyal, adaptive, and collaborative. Based on these values, it can create employees who have integrity and are responsible in carrying out their duties. One of the BUMNs that adheres to these values in running its business is PT. Wijaya Karya (Persero), a company engaged in the field of building construction (infrastructure and buildings) in Indonesia.

PT. Wijaya Karya (Persero) was established in 1960 (64 years) and has

worked on various projects, where for 6 decades it has been trusted to manage national strategic projects, such as the construction of 40 reservoirs for food security, 632 kilometers of toll roads, 15 airports, 32 ports ([www.wika.co.id](http://www.wika.co.id)). Based on the number of large projects, it indicates that until now, this BUMN still exists to work on national strategic projects. The projects run by PT. Wijaya Karya (Persero) can be completed because they are supported by employees who work with competence. Each project is run by PT. Wijaya Karya (Persero) has first determined the employees needed, such as in the PT. WIKA Deli Serdang project, namely building the Lausimeme Dam which began in 2017. The dam has a total budget of IDR 1.3 trillion. This national strategic project functions to reduce the potential for flooding in the Medan City area by 289 m<sup>2</sup>/second, provide raw water of 3,000 liters/second, provide electricity of 1 milliwatt, and can be a tourist destination. This project is still ongoing until now, where it was

previously projected to be completed in July 2024 (PUPR, 2024).

The ongoing Lausimeme Dam project will certainly require employees as implementers, so employee performance is important to achieve project success. Triansyah et al., (2023) stated that employee performance is an important aspect in the success of a company, because it can have a direct impact on the company's overall productivity and competitiveness. Employees with high performance can help companies increase the output produced by the company and build a positive reputation in the market. In addition, Chaeriah (2022) argues that employee performance is a measure of how effective employees are in fulfilling their duties and responsibilities, and plays an important role in achieving company goals.

High employee performance will be able to provide benefits for the company, in addition to the goals can be achieved according to Dahman et al., (2023) employees with high performance tend to be more productive, able to complete tasks more efficiently and supported by better work quality. Then, employees who have high performance tend to experience low employee turnover rates and usually have a commitment to work. In addition, high performance can produce higher output, faster completion times, and reduce operational costs that must be incurred by the company (Sucahyowati & Hendrawan, 2020).

On the other hand, if employee performance is low, it can be detrimental to the company, where low employee performance can be

caused by low work quality, employee inability to complete tasks according to the agreed time, and others. Decreased or low performance can affect the effectiveness and ability of the organization to achieve its goals (Septiana et al., 2018). Then it can have negative impacts, such as decreased productivity and work quality, so that it can ultimately reduce the company's competitiveness (R. A. Putra, 2021). This also happened in the Lausimeme Dam project, where there were problems related to employee performance. The following are the results of an interview with the Head of Occupational Health and Safety of PT. Wika Deli Serdang on May 19, 2024: "The performance problem is poor risk management with misidentification due to field conditions that do not support work scheduling and can also be due to equipment that breaks down suddenly. Then, the problem also lies in the performance of contractors or subcontractors related to project management, quality of work, or meeting project completion deadlines, so yes, it can add costs to fix the wrong work".

Based on an interview with the Head of Occupational Health and Safety PT. Wika Deli Serdang indicated that employee performance was declining or low due to the inability of employees to manage the risks that the company would face, employee work quality was declining, and work targets were not appropriate. This had a negative impact on the company, where the company had to spend additional costs to continue the project. The following is the employee performance data of PT. Wika Deli Serdang for the Lausimeme Dam project.

Table 1. Employee Performance Data

Employee performance	Minimum Standards for Work Assessment	Tahun								Average	Inf.
		2017	2018	2019	2020	2021	2022	2023	2024		
Work Targets	75	80	79	76	74	72	74	71	72	74.75	Low
Work performance	75	80	78	75	75	74	73	73	71	74.875	Low
Work Behavior	75	81	80	79	81	80	80	79	80	80	Currently

Source: Secondary Data (processed, 2024)

Employee performance assessments, such as work targets, work achievements, and work behaviors are carried out by the human resource management department which has the authority and responsibility to manage and control human resources (employees), where the assessment shows that during the period 2017-2024 employee performance has decreased, especially work targets and work achievements are not achieved because they are below the minimum work assessment standards. The work targets in question are work that is not completed according to the specified time (quantity) and work results that are not in accordance with applicable standards in the company (quality). If employee performance continues to decline, it will

result in the company's expected goals not being realized properly. This certainly requires the company's efforts to improve employee performance so that the expected targets can be achieved.

This study aims to examine the impact of employee engagement on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office, workload on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office, employee engagement on work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office, workload on work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office, work motivation on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office, employee engagement on employee

performance through work motivation as a mediating variable at PT. Wijaya Karya Beton Deli Serdang Branch Office, workload on employee performance through work motivation as a mediating variable at PT. Wijaya Karya Beton Deli Serdang Branch Office.

## Literature Review

### Self Determination Theory (SDT)

Gunasekare (2016) that self-determination theory (SDT) as a comprehensive theory of human behavioral motivation that supports that humans are naturally growth-oriented and seek relationships, connections, and challenges that help humanistic growth and develop their true selves. Self-determination theory provides a useful conceptual tool for motivating people from extrinsic motivation to intrinsic autonomic motivation. A broad literature review of motivation from the perspective of self-determination theory was conducted in this study and produced significant new understandings of work motivation, and suggested opportunities to utilize the theory for research on work-related phenomena.

### Employee Engagement

According to Khan (1990) that personally engaged workers are those who express themselves authentically at work in three ways: cognitively, emotionally, and physically. Then, the Corporate Leadership Council stated that employee engagement is the extent to which employees can commit to something or someone in their organization, how hard they work, and how long they will stay as a result of that commitment. In addition, Ardillah (2020) stated that work engagement is the level of how far employees are able to be involved in a company's organization, participating or collaborating well, what they do can be important for their self-esteem.

### Workload

The concept of workload has been the subject of extensive research and discussion in academic and professional settings, as it plays a critical role in understanding and managing the demands placed on

individuals, teams, and organizations. Workload can be defined as the amount of work or mental effort required to perform a task or series of tasks within a given time period. This definition highlights the multifaceted nature of workload, encompassing physical, mental, visual, vocal, and auditory components, all of which can contribute to the overall level of effort required or expected to be required to complete a given task or series of tasks (Hart & Staveland, 1988), (Shafer, 1987).

### Work Motivation

Employee motivation has long been a major concern for organizations (Ismail et al., 2018). Motivated workers perform their tasks to the best of their ability, leading to increased productivity and organizational performance. Managers must develop a deep understanding of their employees and use a variety of strategies to motivate each individual based on their unique needs. (Osabiya, 2015) Dissatisfied employees produce unsatisfactory results, underscoring the critical need for managers to ensure their staff is satisfied and engaged in their work.

### Employee Performance

The concept of employee performance is a crucial aspect in the success of an organization, because it directly affects the achievement of organizational goals and objectives. Employee performance can be defined as the effectiveness and efficiency of employees in carrying out the tasks and responsibilities assigned to them in an organization (Rabuan & Yanuar, 2023) (Wen et al., 2023) (Calvin et al., 2020) (Hashim et al., 2023) (Calvin et al., 2020) (Hashim et al., 2019). This paper aims to provide a comprehensive understanding of the concept of employee performance and its significance in the workplace.

Drawing from the literature review and prior studies, a conceptual framework can be developed. Sugiyono (2016) defines the conceptual framework as a representation of the research variables and how theories connect to the variables being investigated, specifically the independent and dependent variables. The conceptual relationships between these variables will be described as follows:

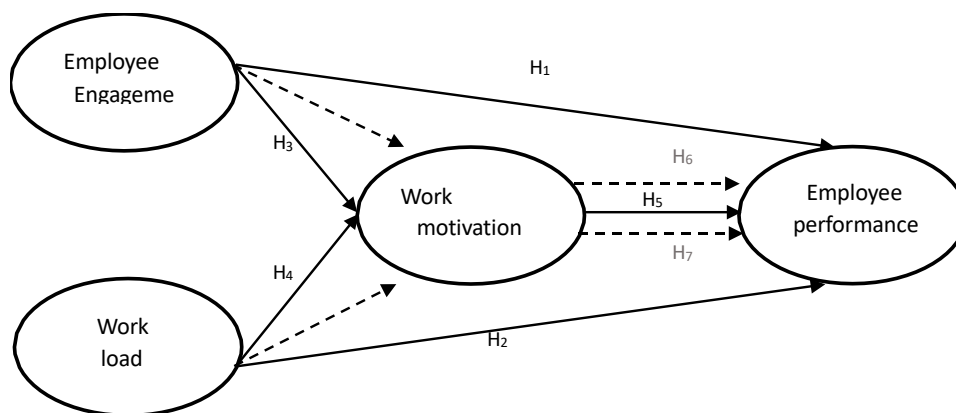


Figure 1 Conceptual Framework

## Methodology

### Research Population and Sample

The population of this study is the population in this study are all employees at PT. Wika Deli Serdang totaling 89 employees who run the Lausimeme Dam project. Therefore, the population is less than or equal to 100 people, the entire research population will be used as a research sample (Sugiyono, 2019).

### Data analysis

Data analysis was conducted using SEM-PLS Version 4.0, which includes validity and reliability tests. The Outer Model was evaluated through Convergent Validity, Discriminant Validity, and Composite Reliability. The Inner Model was assessed using Composite Reliability and Cronbach Alpha, along with bootstrapping techniques.

## Research Result

### Descriptive Analysis Results

According to Ghozali (2016), descriptive statistics are performed to understand and summarize the data utilized in research, focusing on the average value (mean). These statistics offer a clearer and more accessible interpretation of the data. The table includes the frequency of data along with their percentages, minimum and maximum values, and average values, which are derived from the responses collected from participants.

Table 2. Mean Range Score

Interval Mean	Category
1,00 – 1,79	Strongly Disagree
1,80 – 2,59	Don't agree
2,60 – 3,39	Disagree
3,40 – 4,19	Agree
4,20 – 5,00	Strongly agree

Source: Ghozali (2016)

Based on the responses from the participants, this section describes how the answers are distributed in relation to the questions asked in the questionnaire. Below, you can observe the distribution of respondents' answers regarding the variables Employee Engagement (X1), Workload (X2), Work Motivation (Z), and Employee Performance (Y). The frequency of respondents' answers is presented in the table below:

Table 3. Descriptive Analysis

No	Variabel	Mean	Category
1	Employee Engagement	4.21	Strongly agree
2	Workload	3.94	Agree
3	Work motivation	4.08	Agree
4	Employee performance	4.06	Agree

The overall mean score for the employee engagement variable is 4.21, which falls into the “strongly agree” category. The mean score for the workload variable is 3.94, which is also categorized as “agree”. For the work motivation variable, the overall mean score is 4.08, which falls into the “agree” category. Finally, the mean score for the employee performance variable is 4.06, which also falls into the “agree” category.

### Hypothesis Test Results

Path models are graphical representations that visually illustrate the hypotheses and relationships among the variables being studied in SEM (Hair et al., 2021). The testing of all hypotheses employs the Partial Least Square (PLS) method, analyzing both direct and indirect effects, as presented in the table:

Table 4. Hypothesis Test

Hypothesis	Original Sample (O)	T statistics ( O/STDEV )	P values	Hypothesis Category
Employee Engagement -> Employee Performance	0.294	2.609	0.009	Accepted
Workload -> Employee Performance	0.327	3.772	0.000	Accepted
Employee Engagement -> Work Motivation	0.634	10.067	0.000	Accepted
Workload -> Work Motivation	0.274	3.714	0.000	Accepted
Work Motivation -> Employee Performance	0.317	2.728	0.006	Accepted
Employee Engagement -> Work Motivation -> Employee Performance	0.201	2.517	0.012	Accepted
Workload -> Work Motivation -> Employee Performance	0.087	2.238	0.025	Accepted

## Discussion

### The Influence of Employee Involvement on Employee Performance at PT Wijaya Karya Beton Deli Serdang Branch Office

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that employee engagement has a positive and significant influence on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that Hypothesis 1 is accepted, so employee engagement is able to improve employee performance at PT. Wijaya Karya Beton Deli Serdang. The results of this study are in line with self-determination theory that provides a multifaceted framework for understanding work engagement. In addition, self-determination theory highlights the need to satisfy innate psychological needs. Based on self-determination theory when these conditions are met, work engagement is likely to be high, so that it can provide positive results for employees and organizations (Kuntadi et al., 2023).

*The Influence of Workload on Employee Performance at PT. Wijaya Karya Beton Deli Serdang Branch Office*

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that workload has a positive and significant effect on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that Hypothesis 2 is accepted, so workload is able to improve employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. Workload is the most dominant variable influencing employee performance, which is supported by the distribution of respondents' answers regarding the workload variable. This is particularly evident in statement 3, which states that the current job targets are quite demanding, thus requiring employees to work harder. This statement received the highest average score of 4.04, with 87.6% of respondents agreeing. This result indicates that the Lausimeme Dam construction project is a large-scale construction project with work targets that employees are also expected to meet, which are considerably demanding. As a result, employees are required to work harder in order to complete their tasks within the agreed timeframe. Moreover, based on the outer loading values obtained, the workload variable includes five statements with relatively high values. These statements relate to the work environment, job difficulty level, correcting mistakes, mismatch between required and existing skills, and work targets.

*The Influence of Employee Involvement on Work Motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office*

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that employee involvement has a positive and significant influence on employee work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that Hypothesis 3 is accepted, so employee involvement is able to increase employee work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office. The results indicate that job engagement reflects the level of emotional attachment and commitment employees have toward their work. Employees who are actively engaged in their jobs tend to have higher motivation because they feel more responsible, creative, satisfied, and appreciated, as well as better able to manage stress. Therefore, the higher the level of employee engagement, the greater their motivation to perform their duties and responsibilities productively and enthusiastically.

*The Influence of Workload on Work Motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office*

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that workload has a positive and significant effect on employee work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that Hypothesis 4 is accepted, so workload is able to increase employee work motivation at PT. Wijaya

Karya Beton Deli Serdang Branch Office. The results indicate that employees involved in the Lausimeme Dam construction project are able to manage their workload effectively, as it aligns with their capacity and capabilities. As a result, the work is perceived as challenging yet still manageable. Additionally, the presence of a workload gives employees a clear sense of purpose regarding what needs to be accomplished, thereby motivating them to achieve those goals. Therefore, a well-managed workload in the Lausimeme Dam project can have a positive impact on employee work motivation.

*The Influence of Work Motivation on Employee Performance at PT. Wijaya Karya Beton Deli Serdang Branch Office*

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that work motivation has a positive and significant influence on the performance of employees of PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that Hypothesis 5 is accepted, so work motivation is able to improve the performance of employees of PT. Wijaya Karya Beton Deli Serdang Branch Office. Self-determination theory states that work motivation can be influenced by the extent to which the organization is able to meet the psychological needs of employees. Employees who are motivated tend to behave in line with organizational goals, exert their efforts or abilities, and show resilience when facing challenges, and contribute to improving performance (Kuntadi et al., 2023).

*The Influence of Employee Involvement Through Work Motivation on Employee Performance at PT. Wijaya Karya Beton Deli Serdang Branch Office*

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that employee engagement has a positive and significant effect on employee performance through employee work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that hypothesis 6 is accepted, work motivation is able to mediate the effect of employee engagement on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. Employee engagement is an important factor that can influence employee performance. However, this influence is often strengthened by the presence of work motivation as an intervening (mediating) variable. Motivation acts as a bridge between engagement and performance by increasing the drive to work more effectively. Employees who are more engaged tend to be more motivated to achieve their targets because they feel valued and experience satisfaction in their work. Motivation also helps reduce stress and burnout. Intrinsic motivation enables employees to remain productive even under high work pressure. Moreover, motivation can foster innovation and creativity – motivated employees are more likely to think creatively and provide innovative solutions, which in turn enhances work efficiency. It also contributes to greater resilience;

motivated employees are more capable of facing challenges or problems, allowing them to stay productive even in difficult work situations.

*The Influence of Workload Through Work Motivation on Employee Performance at PT. Wijaya Karya Beton Deli Serdang Branch Office*

Based on the results of the Original Sample and P Values in the Path Coefficients table, it shows that workload has a positive and significant effect on employee performance through employee work motivation at PT. Wijaya Karya Beton Deli Serdang Branch Office. This means that hypothesis 7 is accepted, workload is able to mediate the effect of employee involvement on employee performance at PT. Wijaya Karya Beton Deli Serdang Branch Office. Work motivation has a positive and significant mediating role or it can be said that work motivation is only a partial mediator of the effect of workload on employee performance. The direct relationship between workload and employee performance, because the effect on work motivation as a mediator of the workload construct is positive, thus this study can prove that the workload construct strengthens the position of work motivation as a mediator of strengthening employee performance. Workload can choose two paths in strengthening employee performance, because the path is through positive mediation, so that both paths through the workload construction are strategic in order to strengthen employee performance (Sugita et al., 2024).

## Conclusions

Based on the research findings presented, it can be concluded that the performance of employees at PT. Wijaya Karya Beton, Deli Serdang Branch Office, is positively and significantly influenced by employee engagement, workload, and work motivation. Employee engagement not only has a direct impact on performance improvement but also enhances work motivation, which in turn strengthens its contribution to overall performance. The same applies to workload; when managed properly, it can boost motivation and positively affect employee productivity. Work motivation plays a crucial role as a mediating variable that bridges the influence of engagement and workload on performance, as motivated employees tend to be more enthusiastic, resilient, and productive in carrying out their tasks. Therefore, both employee engagement and workload, when supported by a high level of motivation, are key factors in achieving optimal performance in the workplace.

Based on the research findings, it is recommended that the company enhance employee engagement through active involvement in decision-making, providing challenging responsibilities, and recognizing their contributions. Additionally, workload management should be optimized to remain balanced with employees' capacities, thereby encouraging motivation and productivity without causing stress.

Developing a reward system that combines intrinsic and extrinsic aspects is also crucial to maintain work motivation as a significant mediating factor for improving performance. For future research development, it is suggested that studies be conducted in different work units or industry sectors to improve the generalization of the findings. Researchers may also consider additional variables such as leadership, job satisfaction, work-life balance, or organizational climate. Longitudinal research would be highly valuable for understanding the dynamics of the relationships between variables over time, leading to more in-depth and applicable findings.

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