

The Effect of Workload, Work Stress, and Compensation on Employee Performance with Work Motivation As an Intervening Variable

Habib Amrillah,¹ Sri Wahyuni,² Erny Rachmawati,³ Suyoto⁴

^{1,2,3,4} Muhammadiyah University of Purwokerto, Indonesia

Email: habibamrillah5@gmail.com, yuni7067@yahoo.co.id, erny@ump.ac.id, suyoto@ump.ac.id

Abstract

This study aims to investigate the impact of work burden, work stress, and compensation on employee performance, with motivation serving as an intervening variable. This research employs a quantitative approach, using a method that collects data in the form of questionnaires, which are then converted into a Likert scale. In research, populations and samples are often discussed. There are 100 employees at LAZISMU Central Java, and the study employs saturated sampling, a type of non-probability sampling. Analysis method used in this study: SEM-PLS (Structural Equation Modeling - Partial Least Squares). The study's results indicate that workload has a significant effect on work motivation and employee performance, both directly and through work motivation as an intervening variable. The more precise the workload management, the higher the motivation and performance produced. In contrast, compensation and work stress have no significant effect, either directly or indirectly, on motivation and performance. These findings indicate that in a work environment like Lazismu Banyumas, employee performance is more influenced by internal factors and work values, such as the meaning of workload and motivational strength, rather than financial incentives or work pressure.

Keywords: Workload, Stress Work, Compensation, Motivation Work, Employee Performance

Introduction

The sustainability and success of an organization, whether profit-oriented or non-profit, are highly dependent on practical human resource (HR) management. In fact, the existence of human resources is not just an asset, but a key actor that drives the organization towards achieving its goals. In this era of globalization and increasingly fierce competition, organizations are required to have employees who are not only competent but also able to show optimal performance in their fields. Superior employee performance is the foundation for overall organizational performance, so investment in human resource development is crucial. What is done is to map competencies and HR training needs to improve employee performance.¹ The process of realizing highly competitive human resources faces various internal organizational challenges, including inefficient structures, less supportive work cultures, and unfair reward systems. Meanwhile, obstacles within employees can include a lack of motivation, high stress levels, or a mismatch between the workload and individual capacity. Therefore, a wide variety of work motivation and leadership

¹ Abdul Talib Bin Bon, *et. al.*, "Mapping the Competencies and Training Needs of Human Resources to Improve Employee Performance in Indonesia After the Covid-19 Pandemic," *Quality Access to Success*, Vol. 24, No. 195 (2023), 219–25, <https://doi.org/10.47750/QAS/24.195.26>.

styles are needed that have a positive and significant influence on job satisfaction and employee performance.²

LAZIS Muhammadiyah (LAZISMU), a non-profit organization dedicated to managing zakat, infaq, and alms, possesses unique characteristics. Unlike profit-driven organizations, which are measured by financial profits, the success of LAZISMU is evaluated by the effectiveness of ZISKA's fund distribution and the impact of its social output. In an effort to support the achievement of these social targets and missions, every employee is required to give their best performance. In the context of LAZISMU, optimal employee performance will directly impact the reputation, public trust, and sustainability of the social programs being implemented. Therefore, the challenge of improving employee performance at LAZISMU requires a careful and sustainable approach, considering the characteristics of non-profit organizations, especially employees who possess competence and require training that correlates with their performance. Additionally, the important role of self-efficacy and work discipline in employee performance on sociopreneur initiatives should be taken into account.³

For non-profit organizations like LAZISMU, employee motivation at work is not always driven solely by financial incentives, but is also influenced by social values, organizational goals, and the intrinsic satisfaction that comes from contributing to the greater good. Several studies have examined workload, work stress, compensation, and work motivation. Regarding workload, organizations need to manage workloads proportionately and foster a supportive work culture to maintain optimal employee performance. To achieve this, organizations must pay attention to workload balance and provide work flexibility to increase employee motivation and ultimately job satisfaction.⁴

Meanwhile, factors such as workload, work stress, and compensation remain a concern, as they can significantly impact employee well-being and work effectiveness. Based on previous research, it has been shown that work stress is defined as the body's response to excessive pressure or demands from the work environment, which, if not appropriately managed, can interfere with the physical and mental health of employees.⁵ Prolonged and unproductive work stress handled well can lead to a variety of problems, from decreased concentration, errors at work, to more serious health problems such as depression,⁶ and it has even been found that

² Irwan Pancasila, *et. al.*, "Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia," *Journal of Asian Finance, Economics and Business*, Vol. 7, No. 6, (2020), 387-97, <https://doi.org/10.13106/jafeb.2020.vol7.no6.387>.

³ Sri Lestari, *et. al.*, "Impact of Self-Efficacy and Work Discipline on Employee Performance in Sociopreneur Initiatives," *APTISI Transactions on Technopreneurship*, Vol. 6, No. 2, (2024), 270-84, <https://doi.org/10.34306/att.v6i2.403>.

⁴ Tetty H Sitorus and Harlyn L Siagian, "Workload and Work Flexibility on Job Satisfaction with Motivation as a Mediator," *Journal of Management and Business (JOMB)*, Vol. 5, No. 2, (2023), 1182-94.

⁵ R Yilmaz and Ki. Çevik Kaya, "The Effect of Laughter Yoga Applied to Intensive Care Nurses on Their Perceived Stress, Job Motivation, and Mental Well-Being: Randomized Controlled Study," *Clinical Nurse Specialist*, Vol. 38, No. 5, (2024), 229-36, <https://doi.org/10.1097/NUR.0000000000000839>.

⁶ Dong Geon Kim, *et. al.*, "The Association of Job Training Duration and Risk of Depression among Wage Workers: An Analysis of the Mediating Factors," *Annals of Occupational and Environmental Medicine*, Vol. 36, No. 1, (2024), <https://doi.org/10.35371/aoem.2024.36.e7>.

workload and motivation have their own impact on perceived health, stress levels, and performance.⁷

Regarding compensation, an organization or company needs to pay attention to a fair compensation system, improve competencies through training, and minimize internal conflicts to encourage increased employee productivity,⁸ so that management plays an important role in creating conducive conditions and providing proper work appreciation for employees in order to achieve optimal performance.⁹ The test examines the effect of work load and work stress on employee performance. As the results of a study from Fadhil, *et. al.* (2023) which show that the burden of Working and emphasizing Work has a positive effect on employee performance. Meanwhile, the learning results from Ismartaya, *et. al.*, (2023) show that workload and work stress have a negative and significant effect on employee performance. In addition, compensation is also a factor that affects employee performance. Based on the research conducted, by Ulum, *et. al.*, (2023) compensation has an adverse effect, not important for employee performance. The learning results were compared with those of Ekhsan and Septian (2020), who showed that the results were comparable. This ultimately had a positive and significant impact on employee performance. From some of the studies mentioned, it is evident that inconsistencies remain in the results of studies examining the effects of workload, work stress, and compensation on employee performance.

In an effort to achieve the ZISKA collection target, each regional LAZISMU has a Regional Revenue and Expenditure Budget Plan (RAPBD), which is outlined in terms of Key Performance Indicators (KPIs) or measurable strategies and targets. Of course, this strategy must run well according to the job description of each *amil zakat*. The *Amil* of LAZISMU has the primary task of educating the community and ensuring that it pays *zakat* through the *zakat* institution. Each *Amil* has a workload and targets that must be achieved. This is sometimes not supported by *Amil*'s low competence, work patterns that still seek perfection, and the limited sharpness of analysis that remains for each *Amil*. If the ZISKA collection target is not achieved, it can lead to declining *amil* performance or increased work stress.

In addition, the work culture or workload carried out by LAZISMU *Amil* is too complex because it supports and complements the activities of the wider Muhammadiyah association. Not only jobs at LAZISMU. The doctrine of "*revive Muhammadiyah, don't look for a life in Muhammadiyah*" is often misinterpreted by the management in Muhammadiyah and the business world. Many employees at the Muhammadiyah Charity Agency, especially those in LAZISMU, receive mediocre wages or compensation, under the pretext of being a sincere cadre association. This phenomenon is inversely proportional to the level of professionalism in today's work. Which compensation, provided decently, will improve the employee's performance?

⁷ Émilie Sandrin, *et. al.*, "Effects of Motivation and Workload on Firefighters' Perceived Health, Stress, and Performance," *Stress and Health*, Vol. 35, No. 4 (2019), 447–56, <https://doi.org/10.1002/smi.2873>.

⁸ Arifin, *et. al.*, "The Influence of Compensation, Competence and Work Conflict on Employee Performance," *Global: Bitep Lantern Journal*, Vol. 1, No. 01, (2023), 24–33.

⁹ Hardiman F Sanaba, *et. al.*, "Analysis of Factors Affecting Employee Performance: Compensation, Work Motivation, Work Environment," *Financial and Accounting Indonesian Research*, Vol. 2, No. 2, (2022), 83–96.

However, there is an energy that can strengthen LAZISMU employees, namely motivation, which is an action that drives employees to achieve goals and motivates them. This motivation is the reason why employees become *zakat* collectors, namely, to help others. In addition to being present within the intention of Well, most of the zakat collectors in LAZISMU are Muhammadiyah cadres who have been trained through formal training programs and have received doctrines to keep Muhammadiyah alive, rather than making a living in Muhammadiyah. The author then used this factor to analyze in depth motivation as an intervening variable that affects employee performance. This study aims to comprehensively explore the influence of workload, work stress, and compensation on employee performance by examining the role of work motivation as an intervening variable in the context of LAZISMU. By understanding the interaction between these variables, it is hoped that this research will make a significant contribution to LAZISMU's management in formulating more effective HR strategies to improve employee performance and maintain well-being, ultimately supporting the achievement of the organization's noble mission.

Literature Review

Workload refers to the number of tasks, responsibilities, and demands that employees must fulfill and complete within a specified period. Excessive and high workloads can lead to work stress, which can ultimately lower employee performance. However, an optimal workload can actually spur employees to work more productively and efficiently. The Demand-Control Model theory,¹⁰ states that work stress arises when the demands (workload) are high but the control or resources owned by employees are low. This condition can reduce motivation and performance. A balanced workload can increase a sense of accomplishment and job satisfaction, which contributes to increased motivation.¹¹ Employee intrinsic motivation is an internal drive that moves individuals to achieve specific goals, in this case, improving work performance. Relevant motivation theories include Maslow's Hierarchy of Needs Theory, which suggests that employee motivation is influenced by the fulfillment of needs ranging from physiological needs to self-actualization. Workload and compensation can affect these needs, thus impacting motivation.¹²

Working Load

An excessive workload can lead to stress and burnout, which in turn can impact job satisfaction and mental health. Workload is one of the factors that affect job satisfaction. Employee work,¹³ which further links workload to organizational

¹⁰ Robert A Karasek Jr., "Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign," *Administrative Science Quarterly*, JSTOR, 1979, 285–308.

¹¹ Robert A Karasek Jr., "Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign," *Administrative Science Quarterly*, JSTOR, 1979, 285–308.

¹² Muhammad Adi Yusuf, "Motivation in Organizations: Definition, Process, Theory, Application, and Its Relationship to Performance," *Islah Tarbawi: Journal of Islamic Education and Learning*, Vol. 1, No. 1, (2025), 1–11.

¹³ Ganis Aliefiani Mulya Putri, et. al., "The Influence of Career Development, Organizational Culture and Workload on Employee Job Satisfaction (Literature Review MSDM)," *Journal of Information*

civic behavior, suggests that suboptimal workload can inhibit prosocial behavior in the workplace.¹⁴ Jobs even found that excessive workload (overload) was associated with decreased health, increased stress, and reduced performance in officers.¹⁵ One of the challenges that organizations often face is that workloads vary, sometimes exceeding the optimal capacity of employees. A disproportionate workload can trigger work stress, a psychological condition that arises from an imbalance between job demands and individual resources. Previous research has consistently demonstrated that excessive workloads and high levels of work stress can have a negative impact on employees' physical and mental health, ultimately leading to decreased productivity, increased absenteeism, and even employee turnover.¹⁶ This phenomenon is undoubtedly a serious concern for LAZISMU, whose operations depend heavily on the dedication and efficiency of its employees.

Work Stress

Work stress is a response to physical and emotional stress due to job demands that do not match the worker's abilities, resources, or needs. Work stress is often a mediator of various problems in the workplace. Its duration and impact have important implications for the mental well-being of workers, which can be attributed to cognitive load and adaptation to demand new jobs.¹⁷ To reduce stress levels, relaxation and humor are considered effective in reducing stress perception and increasing work motivation,¹⁸ especially work stress. Work stress has a positive effect on turnover intention, so the higher the work stress, the greater the employee's desire to leave.¹⁹

Compensation

Compensation is a crucial factor that affects employee performance. Compensation includes all forms of appreciation that employees receive for their contributions to the organization, both in the form of financial benefits (salary, bonuses, benefits) and non-financial benefits (recognition, opportunities, development, a comfortable work environment). Compensation that is unfair or disproportionate to the work given can lower employee motivation, job satisfaction, and ultimately, performance. Employees may feel that the effort they put in is not being rewarded proportionately, which can trigger demotivation and a desire to leave the organization.²⁰

Systems Management Economics (Jemsi), Vol. 5, No. 2, (2023).

¹⁴ Hapzi Ali, et. al., "Measurement of Organizational Citizenship Behavior: Workload, Work Culture and Motivation (Literature Review Study)," *Journal of Multidisciplinary Sciences*, Vol. 1, No. 1, (2022), 83–93.

¹⁵ Sandrin, et. al., "Effects of Motivation and Workload on Firefighters' Perceived Health, Stress, and Performance."

¹⁶ *Ibid.*

¹⁷ Kim, et. al., "The Association of Job Training Duration and Risk of Depression among Wage Workers: An Analysis of the Mediating Factors."

¹⁸ Yilmaz and Çevik Kaya, "The Effect of Laughter Yoga Applied to Intensive Care Nurses on Their Perceived Stress, Job Motivation, and Mental Well-Being: Randomized Controlled Study."

¹⁹ Jessica Marcella and Mei Ie, "The Effect of Work Stress, Job Satisfaction and Career Development on Employee Turnover Intention," *Journal of Economics and Business Sciences*, Vol. 6, No. 1, (2022), 213.

²⁰ Ari Prasetyo and Siti Inayatul Faizah, "Job Satisfaction's Dual Role in Transformational Leadership and Turnover Intention: An Islamic Boarding School Business Unit," *Islamic Economics Journal*, Vol. 11, No. 1 (2025), 41–60.

Compensation (salary, benefits, bonuses) is generally a key component of extrinsic motivation. There is evidence that compensation, as a driver of improving performance and satisfaction, has a positive and significant effect on employee performance. However, non-financial compensation has a more substantial influence, suggesting that factors such as a conducive work environment, non-monetary rewards, and social relationships in the workplace are essential for individual performance.²¹ Companies need to create a good work environment and provide fair compensation, and manage workloads proportionately to improve employee job satisfaction.²² Fair and competitive compensation can enhance job satisfaction and motivate employees to give their best to the organization. However, in the context of LAZISNU, where the values of volunteerism and dedication are often more emphasized, the understanding of the role of compensation becomes more complex and requires an in-depth review. The extent to which compensation can stimulate performance without diminishing the essence of intrinsic motivation in nonprofits is an interesting question to explore.

Motivation to Work

Work Motivation emerges as an internal driving force that has a central role in mediating the relationship between workload, work stress, compensation, and employee performance. Work motivation reflects an employee's level of drive, enthusiasm, and engagement with his or her work. When employees are motivated, they tend to be more resilient to workload pressure, better able to manage stress, and more proactive in achieving goals, regardless of the level of compensation received.²³ An effective leadership style has consistently been shown to increase work motivation, even leadership plays an important role in influencing employee work and performance,²⁴ even paradigmatically Islamic leadership and Islamic work culture as motivational drivers.²⁵ There is work motivation often acting as a mediating variable between various antecedent factors such as leadership, work discipline, job satisfaction and employee performance,²⁶ therefore work rotation can optimize employee motivation and satisfaction, suggesting that variation in tasks can maintain Morale.²⁷

²¹ Siska Ayudia Adiyanti and Evan Nugraha, "The Effect of Financial Compensation and Non-Financial Compensation on Employee Performance," *Remik: Research and e-Journal of Computer Informatics Management*, Vol. 7, No. 1, (2023), 166–76.

²² Agung Aditya Saputra, "The Influence of Compensation, Work Environment and Workload on Employee Job Satisfaction," *Technomedia Journal*, Vol. 7, No. 1, (2022), 68–77.

²³ L Fonseca Da Costa Guterres, "The Role of Work Motivation as a Mediator on the Influence of Education-Training and Leadership Style on Employee Performance," *Management Science Letters*, Vol. 10, No. 7, (2020), 1497–504, <https://doi.org/10.5267/j.msl.2019.12.017>.

²⁴ Pancasila, *et. al.*, "Effects of Work Motivation and Leadership toward Work Satisfaction and Employee Performance: Evidence from Indonesia."

²⁵ S D Astuti, *et. al.*, "Islamic Leadership, Islamic Work Culture, and Employee Performance: The Mediating Role of Work Motivation and Job Satisfaction," *Journal of Asian Finance, Economics and Business*, Vol. 7, No. 11, (2020), 1059–68, <https://doi.org/10.13106/jafeb.2020.vol7.no11.1059>.

²⁶ K A Egberi, "Does Workplace Incivility Affect the Satisfaction of Employees? Evidence from Small and Medium Enterprises," *International Journal of Applied Economics, Finance and Accounting*, Vol. 17, No. 2, (2023), 317–24, <https://doi.org/10.33094/ijaefa.v17i2.1165>.

²⁷ B Helaudho, *et. al.*, "Optimizing Performance: The Role of Job Rotation in Employee Motivation and Satisfaction," *Pakistan Journal of Life and Social Sciences*, Vol. 22, No. 1, (2024), 5532–42, <https://doi.org/10.33094/ijaefa.v22i1.1165>.

Employee Performance

Employee performance is the result of working in a certain way quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibility given to him performance indicators according to Sari (2017), among others: 1) Quality, 2) Quantity, 3) Punctuality, 4) Effectiveness, 5) Independence, 6) Work Commitment. Previous Research by Rahmadhon, *et. al.* (2024), with the title “The Mediating Role of Work Motivation: The Effect of Leadership, Workload, and Reward on Employee Performance.”²⁸ Research by Ariani (2023), with the title “Relationship Model of Compensation, Motivation, Job Satisfaction and Employee Performance.”²⁹ Research by Nugraha (2022), with the title “The Effect of Work Stress and Compensation on Employee Performance with Work Motivation as an Intervening Variable in the District Office in the Wonogiri Area.”³⁰ Research by Berkam & Rahmi (2024), with the title “The Effect of Compensation, Workload, and Work Stress on Employee Performance at PT Panca Boga Paramita TSM Bandung City Branch.”³¹ Research by Natsir & Adda (2023), with the title “The Effect of Workload and Motivation on Employees’ Performance through Job Stress as a Mediating Variable.”³² Research by Bakker & Demerouti (2017), with the title “Job Demands Resources Theory: Taking Stock and Looking Forward.”³³

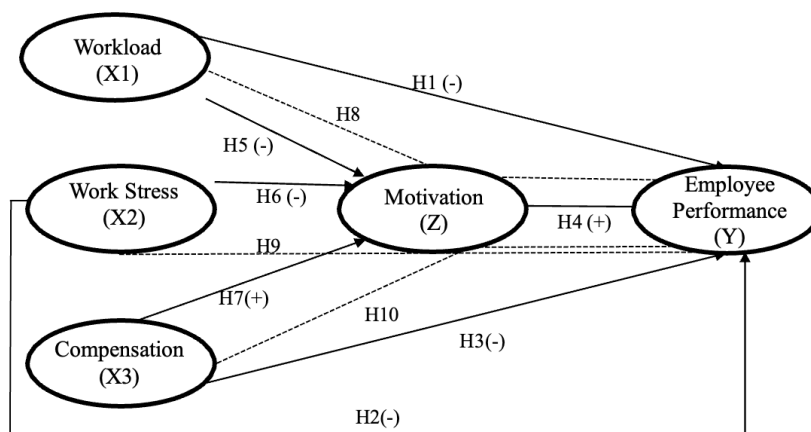


Figure 1. Conceptual Framework

org/10.57239/PJLSS-2024-22.1.00408.

²⁸ Gilang Rahmadhon, *et. al.*, “The Mediating Role of Work Motivation: The Effect of Leadership, Workload, and Reward on Employee Performance,” *Journal of Business Management Focus*, Vol. 14, No. 2, (2024), 190–208.

²⁹ Dorothea Wahyu Ariani, “Relationship Model of Compensation, Motivation, Job Satisfaction and Employee Performance,” *International Review of Management and Marketing*, Vol. 13, No. 4, (2023), 9–13; Prasetyo and Faizah, “Job Satisfaction’s Dual Role in Transformational Leadership and Turnover Intention: An Islamic Boarding School Business Unit.”

³⁰ Adiyanti and Nugraha, “The Effect of Financial Compensation and Non-Financial Compensation on Employee Performance.”

³¹ D Berkam and PP Rahmi, “The Effect of Compensation, Workload, and Work Stress on Employee Performance at PT Panca Boga Paramita TSM Bandung City Branch,” *Journal of Social Sciences, Management, Accounting and Business*, Vol. 5, No. 3, (2024), 361–75.

³² Syahir Natsir and Harnida Wahyuni Adda, “The Effect of Workload and Motivation on Employees’ Performance through Job Stress As a Mediating Variable,” *Tadulako International Journal of Applied Management*, Vol. 5, No. 3, (2023), 116–24.

³³ Arnold B Bakker and Evangelia Demerouti, “Job Demands Resources Theory: Taking Stock and Looking Forward,” *Journal of Occupational Health Psychology*, Vol. 22, No. 3, (2017), 273.

Based on the conceptual framework, so the hypothesis of the study it is as follows:

- H₁ = Workload has a negative effect on employee performance
- H₂ = Work stress negatively affects employee performance
- H₃ = Compensation has a negative effect on employee performance
- H₄ = Work motivation has a positive effect on the performance
- H₅ = Workload negatively affects work motivation
- H₆ = Work stress negatively affects work motivation
- H₇ = Compensation has a positive effect on work motivation
- H₈ = Work motivation as an intervening variable has an influence on the relationship between workload and employee performance
- H₉ = Work motivation as an intervening variable has an influence on the relationship between work stress and employee performance
- H₁₀ = Work motivation as an intervening variable has an influence on the relationship between compensation and employee performance

Methodology

The type of research used in this study is quantitative research. Quantitative research methods are research methods that refer to a phenomenon or reality that is currently occurring, or can be useful for population and sample research.³⁴ Quantitative research typically collects data through questionnaires with data analysis using statistics, which aims to analyze and test pre-established hypotheses. Meanwhile, according to Reswell, quantitative research is an approach to test objective theories by examining the relationships between variables that can be measured using research instruments so that the collected data can be analyzed statistically. This approach emphasizes numerical data collection, systematic analysis, and interpretation of results that can be generalized to a wider population. Thus, quantitative research focuses not only on measurements and numbers, but also on proving hypotheses through structured scientific procedures.³⁵

Population is the entire object of research to be studied.³⁶ The population in this study is all employees or amil at LAZIS Muhammadiyah Central Java Province which totals 317 employees. So the entire population of employees or amil of LAZIS Muhammadiyah is spread across 35 districts/cities. Samples are a fraction of the number and characteristics possessed by the population. The number of samples in this study was determined using the non-probability sampling method.³⁷ This method is a sampling method where not all members of a population have the same opportunity to be selected as a sample. This means that there are differences in opportunities which are generally caused by the subjectivity of researchers in

³⁴ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. (Bandung: CV. Alfabeta, 2017).

³⁵ M Syahrani Jailani, "Data Collection Techniques and Educational Scientific Research Instruments on Qualitative and Quantitative Approaches," *COURTESY: Journal of Islamic Education*, Vol. 1, No. 2, (2023), 1–9.

³⁶ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. (Bandung: CV. Alfabeta, 2017).

³⁷ Ali Delice, "The Sampling Issues in Quantitative Research," *Educational Sciences: Theory and Practice*, Vol. 10, No. 4, (2010), 2001–18.

selecting samples between populations.³⁸ The sample used in this study is employees or amil of LAZIS Muhammadiyah in Central Java who have worked for at least 2 years totaling 100 people.

According to Sugiyono (2017), data collection techniques can be carried out with a number of questionnaire (survey) methods. The data collection method used in this study is by distributing a questionnaire in the form of a list of questions given directly to amil or employees of LAZISMU Central Java related to workload, work stress, compensation, work motivation and employee performance. Then the results of the answers are converted into the Likert scale with the provisions of values, namely: Strongly Disagree = 1, Disagree = 2, Disagree = 3, Agree = 4, Strongly Agree = 5. The data analysis method in this study uses Partial Least Squares (PLS). PLS is a common statistical method used in the social sciences, especially in the field of management, to analyze the relationships between variables. PLS is often used in studies involving a number of independent and dependent variables, as well as intervening variables, such as motivation in the cases mentioned in the question.³⁹

Result and Discussion

Reflective measurement evaluation results:

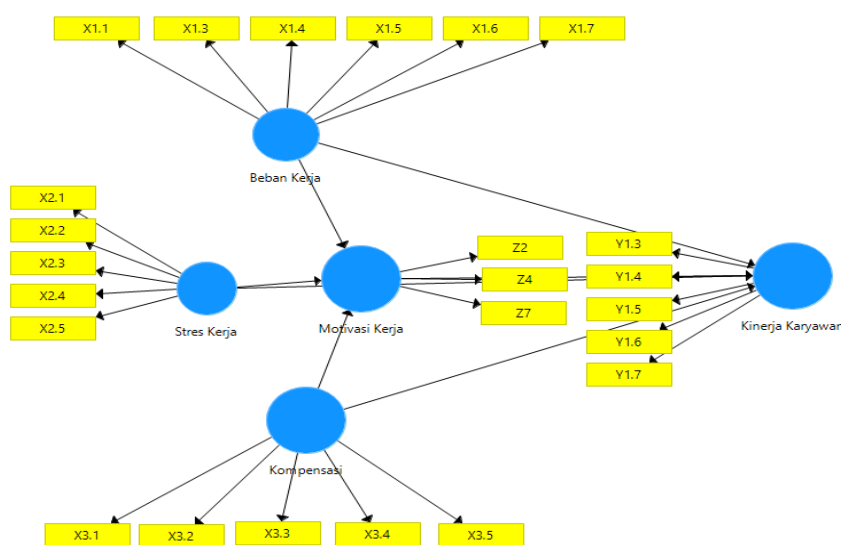


Figure 2. PLS SEM Path Analysis

The research a reflective measurement test on the SEM-PLS method was used to ensure that the indicators that make up each latent construct truly reflect the variables measured. This test included evaluation of convergent validity (by looking at the value of the loading factor ≥ 0.70 and the Average Variance Extracted ≥ 0.50), discriminant validity (through the Fornell-Larcker criteria or cross loading), and internal reliability (with a Composite Reliability ≥ 0.70 and Cronbach's Alpha

³⁸ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. (Bandung: CV. Alfabeta, 2017).

³⁹ Joseph F Hair, et. al., "When to Use and How to Report the Results of PLS-SEM," *European Business Review*, Vol. 31, No. 1, (2019), 2-24.

≥ 0.70). In the context of this study, the reflective measurement test ensures that indicators such as statements related to workload, work stress, compensation, work motivation, and employee performance do consistently and accurately reflect their respective latent constructs, so that the results of path analysis used to test direct and indirect influences can be scientifically accounted for.⁴⁰

Table 1. Measurement Model Results

	Burden Work	Performance Employee	Compen sation	Motivation Work	Stres Work
X1.1	0.843				
X1.3	0.828				
X1.4	0.772				
X1.5	0.764				
X1.6	0.737				
X1.7	0.748				
X2.1					0.799
X2.2					0.824
X2.3					0.843
X2.4					0.797
X2.5					0.757
X3.1			0.866		
X3.2			0.900		
X3.3			0.865		
X3.4			0.920		
X3.5			0.855		
Y1.3		0.852			
Y1.4		0.751			
Y1.5		0.810			
Y1.6		0.854			
Y1.7		0.732			
Z2				0.869	
Z4				0.850	
Z7				0.848	

The results of the outer loading evaluation showed good validity and convergence for all research constructs. All indicators have an outer loading value above 0.7, indicating that each indicator is able to accurately reflect its latent constructs. Workload (X_1): The X1.1 to X₁.7 indicator shows outer loading ranging from 0.737-0.869, with X₁.4 having the highest load (0.869). This indicates that all dimensions of the workload being measured are relevant and significant in describing the workload construct. Employee Performance (X_2): All indicators (X₂.1 - X₂.5) exhibit an outer loading above 0.8, indicating that the aspects of quality, quantity, punctuality, effectiveness, independence, and work commitment are strong reflections of performance. Employee Compensation (Y_1): Indicators Y₁.3 to Y₁.7 exhibit excellent outer loading (>0.8), indicating that the measured compensation system can comprehensively represent the compensation construct. Work Motivation (Z_4): With an outer load of 0.869, this construct shows excellent convergence validity.

⁴⁰ Omar Jaber Aburumman, *et. al.*, "How to Deal with the Results of PLS-SEM?," Springer, (2022), 1196–206.

Work Stress (Z_7): All indicators ($Z_{7.1} - Z_{7.7}$) have an outer load above 0.7, indicating that the various dimensions of work stress measured are valid and reliable.

Table 2. Discriminatory Validity

	Working Load	Show Employee	Compensation	Motivation Work	Work Stress
Working Load	0,783				
Show Employee	0,659	0.801			
Compensation	0.622	0,531	0,882		
Motivation to Work	0,564	0,837	0.444	0,856	
Work Stress	0,783	0,505	0,569	0,482	0,805

The results of the discriminant validity test, using the Fornell-Larcker criteria, show that all constructs exhibit good discriminant validity. The square root value of AVE on the diagonal is greater than the correlation between constructs, which indicates that each construct is statistically different and distinguishable from the other. Key findings:

- Workload (0.783) shows the highest correlation with Employee Performance (0.859), which indicates a strong relationship.
- Work Motivation (0.856) has a strong correlation with Employee Performance (0.837)
- The compensation (0.882) shows a moderate correlation with other constructs.
- Work Stress (0.805) has a relatively low correlation with other constructs.

Table 3. Hypothesis Testing (Structural Model Testing)

Direct Influence	Original Tasting (HAI)	T-Statistics (O/STDEV)	P- Values
Workload -> Employee Performance	0,306	3.282	0,001
Workload -> Motivation to Work	0.417	3.171	0,002
Compensation -> Employee Performance	0.110	1.472	0.142
Compensation -> Motivation to Work	0.142	1.543	0,124
Work Motivation -> Employee Performance	0,674	10.097	0.000
Work Stress -> Employee Performance	-0,122	1.353	0,177
Work Stress -> Work Motivation	0,075	0,683	0,495

1. Significant Direct Impact:

Workload → Employee Performance ($\beta = 0.308$; $t = 3.882$; $p = 0.001$). Workload has a positive and significant influence on employee performance. These findings suggest that in the context of LAZISMU, optimal workloads can actually improve employee performance, likely because they provide a motivating challenge. Work Motivation → Employee Performance ($\beta = 0.306$; $t = 3.363$; $p = 0.001$). Work Motivation has been proven to be a strong predictor of employee performance, in line with the theory of motivation, which is the grand theory of research.

2. Immediate impact is not significant:

Compensation → Employee Performance ($p = 0.145$), not significant, indicating that in a non-profit organization like LAZISMU, financial compensation is not the main driver of performance. Work Stress → Employee Performance ($p = 0.177$), not significant, indicating that work stress did not directly affect performance in the context of this study.

Table 4. Hypothesis Testing (Structural Model Testing)

Indirect Influence	Original Tasting (HAI)	T Statistics (O/STDEV)	P Values
Workload -> Employee Performance	0.281	3.094	0,002
Workload -> Motivation to Work			
Compensation -> Employee Performance	0,096	1.502	0,134
Compensation -> Motivation to Work			
Work Motivation -> Employee Performance			
Work Stress -> Employee Performance	0,051	0,671	0,502
Work Stress -> Work Motivation			

3. Indirect Influence (Mediation):

Workload → Work Motivation → Employee Performance ($\beta = 0.128$; $t = 1.963$; $p = 0.050$). Work Motivation has been shown to mediate the relationship between workload and employee performance. This suggests that an optimal workload can increase work motivation, which in turn improves performance.

Table 5. R-Square Result Test

	R-Square	R-Square Customized
Employee Show	0,763	0,753
Motivation to Work	0,334	0,314

Based on the R-Square table you provided, here is the interpretation: R-Square is a measure that indicates how much of the variation in a dependent variable can be explained by an independent variable in a model. R-Square Adjusted is a version of R-Square that takes into account the number of predictors in the model. This value is especially useful if there are many predictor variables in the model.

The value of R-squared has the following interpretation: Employee Performance ($R^2 = 0.783$; R^2 Adjusted = 0.753). This model explains 78.3% of employee performance variations, demonstrating excellent predictive power (strong category). This shows that the combination of workload, work stress, compensation, and work motivation is a very effective predictor of employee performance at LAZISMU. Work Motivation ($R^2 = 0.334$; R^2 Adjusted = 0.314). This model explains 33.4% variation in work motivation (weak-medium category), suggesting that there are still other factors influencing work motivation that were not included in the study model.

Table 6. F-Square Test

	Burden Work	Employee Show	Compensation	Motivation to Work
Working Load		0.123		0,089
Employee Show				
Compensation		0,030		0,018
Motivation to Work		1.276		
Work Stress		0,024		0,003

The following is an interpretation of the F-Square result from the table you provided:

The concept of F-Square measures the relative magnitude of the influence of an exogenous (independent) variable on the endogenous (dependent) variable in a structural model. Interpretation of the F-Square value reveals that the result indicates the relative contribution of each variable, Specifically the Influence of Work Motivation on Employee Performance ($f^2 = 1.276$). Work Motivation is the most dominant factor in determining employee performance. The influence of Employee Performance on Workload ($f^2 = 0.123$) is significant, although the contribution is relatively small. Minimal impact, Compensation and Work Stress: has a very minimal contribution to outcome variables

Discussion

Reflective Measurement Model Evaluation

The measurement model in this study consists of a reflective measurement model. Variables of workload, employee performance, compensation, work motivation, and work stress are measured reflectively. According to Sarstedt *et. al.*, (2021), the reflective evaluation model consists of a loading factor > 0.70 , composite reliability > 0.70 , Cronbach's alpha, and mean of extracted variance (AVE > 0.50), as well as the validity of the discriminant evaluation, i.e., the Fornell and Lacker criteria, and a Heterotrait Monotrait Ratio (HTMT) below 0.90. Meanwhile, according to Chin (1998), the loading factor is greater than 0.60. The researchers used a more renewable hair opinion.

Discriminating Validity Test

Discriminant validity evaluation is an assessment of measurement models to ensure that variables are theoretically distinct and empirically/statistically supported. The methods used are the Fornell and Lacker criteria, as well as HTMT (Heterotrait-Monotrait Ratio). According to Lacker, the larger the root of AVE, the greater the correlation with the compensation variable, the work discipline variable, and the employee performance variable. This result indicates that the discriminant validity is fulfilled, as the validity variable measured at the AVE root is also greater than the correlation between the variables.⁴¹ Recommends HTMT because this measure of

⁴¹ Joseph F Hair, *et. al.*, "When to Use and How to Report the Results of PLS-SEM," *European Business Review*, Vol. 31, No. 1, (2019), 2–24.

discriminant validity is more sensitive or accurate in detecting discriminant validity. The recommended value is below 0.90. The HTMT result is below 0.90 for the paired variable, so that the discriminant validity is achieved.

Structural Model Evaluation

Structural model coefficients for relationships between constructs derived from series equivalence regression estimates. Before evaluating structural relationships, collinearity should be checked to ensure there are no biased regression results. This process is similar to assessing formative measurement models, but the predictor construct's latent score variable in partial regression is used to calculate the VIF value. A VIF value above 5 indicates the possibility of a collinearity problem between the two predictor constructs, but a collinearity problem can also occur at a higher VIF value of 3-5 (Mason & Perreault Jr, 1991). Ideally, the VIF value should be close to 3 and lower. If collinearity is an issue, the most frequently used option is to create a higher-level model that the theory can support.⁴² The F-Square is the moderation test, with values of 0.005 (low), 0.01 (medium), and 0.025 (high).

Based on the results of the hypothesis test on what is known as the following:

1. H_1 is accepted, i.e., there is a significant influence between workload and employee performance, with a value of p ($0.001 < 0.05$); every change in workload will improve employee performance. The condition of the employee workload at LAZISMU has been balanced to serve while still maintaining proper Human Resources management.
2. H_2 was accepted, i.e., there was a significant effect of workload on work motivation with a value of p ($0.002 < 0.05$). Effective workload management at LAZISMU will increase employee motivation.
3. H_3 is rejected, meaning that there is no significant effect of compensation on employee performance, with a p -value ($0.142 > 0.05$). This suggests that compensation is not the primary factor in enhancing employee performance at LAZISMU.
4. H_4 was rejected, i.e., there was a significant compensatory effect on work motivation with a value of p ($0.124 > 0.05$). This is reflected in a value-based work environment, namely LAZISMU, where financial compensation is not the primary factor in increasing motivation.
5. H_5 was accepted, indicating a significant influence of work motivation on employee performance, with a p -value of $0.000 (< 0.05)$. At LAZISMU, work motivation is a key factor in achieving employee performance success.
6. H_6 was rejected, i.e., there was a significant effect of work stress on employee performance with a p value ($0.177 > 0.05$). Work stress is not a dominant factor that affects performance, so LAZISMU employees can effectively manage stress.
7. H_7 was rejected as there was a significant influence of work stress on work motivation with a p -value ($0.495 > 0.05$), indicating that work stress was not a dominant factor affecting work motivation. LAZISMU employees had high psychological and spiritual resilience.
8. H_8 was accepted, namely that there is a significant influence of work motivation as an intervening variable between workload and employee performance, with

⁴² *Ibid.*

- a p-value ($0.002 < 0.05$) indicating that work motivation plays an important role in bridging the influence of workload on employee performance at LAZISMU.
9. H_9 was rejected, meaning that there was no significant influence of work motivation as an intervening variable between compensation and employee performance, with a p-value ($0.134 > 0.05$). This shows that at LAZISMU, work motivation cannot bridge the relationship between compensation and employee performance.
 10. H_{10} was rejected, specifically that there was no significant influence of work motivation as an intervening variable between work stress and employee performance, with a p-value of 0.502 ($p > 0.05$), indicating that work motivation did not mediate the relationship between work stress and employee performance at LAZISMU. Work stress does not necessarily decrease motivation, as motivation in this context is often based on personal values and spirituality. Employee performance is not significantly affected by stress, as it is supported by a strong work culture, social support, and a deep sense of meaning in one's work.

Managerial Implications

Based on the interpretation of the table above, the following are strategic recommendations for LAZISMU management:

1. Focus on Increasing Motivation, Spiritual Values, and Togetherness: Given that work motivation has the most significant influence on performance, management needs to develop programs that can increase employee intrinsic motivation.
2. Workload Optimization: Optimal workloads can improve performance by increasing motivation, so it is necessary to map workloads according to employee capacity.
3. Evaluation of the Compensation System: Although compensation does not have a significant effect, it does not mean that it is ignored; however, it is necessary to evaluate whether the current compensation system is adequate.
4. Proactive Stress Management: Although work stress does not have a direct impact, management still needs to pay attention to a conducive work environment.
5. Management gives appreciation to employees who have high employee performance with a high work ethic to improve welfare and improve human resources.

Pros and Suitability of Evaluation Models

PLS is a variant-based SEM analysis with an objective testing model theory that emphasizes prediction studies. Therefore, several measurement models were developed to ensure that the proposed model was acceptable. There are several models, such as R-Square, Q-Square, SRMR, and PLS Predict, and you can add endogeneity and heterogeneity models of samples with FIMIX PLS.⁴³

The Size R-statistic describes the variation in the size of endogenous variables that can be explained by exogenous variables in the model. According to Chin (1998), the qualitative interpretation value of R-Square is 0.19 (low influence), 0.33 (moderate influence), and 0.66 (high influence).⁴⁴ Based on the results of the data processing

⁴³ Joseph F Hair, *et. al.*, "When to Use and How to Report the Results of PLS-SEM," *European Business Review*, Vol. 31, No. 1, (2019), 2–24.

⁴⁴ Wynne W Chin, "Commentary: Issues and Opinion on Structural Equation Modeling," *MIS*

above, it can be inferred that the size of the organization, together with other factors, affects employee performance in terms of compensation and workload by 63.6%. The measures together affected compensation and work stress on motivation by 40.5%. Q-Square describes a measure of prediction accuracy, which indicates how well each exogenous or endogenous variable predicts the endogenous variable. Based on the qualitative interpretation of the Q-Square value, namely 0 (low influence), 0.25 (medium influence), and 0.50 (high influence). Based on the results of the data processing above, Q-Square's interpretation suggests that employee performance is $0.577 > 0.50$ (high prediction accuracy) and motivation is $0.356 > 0.25$ (medium prediction accuracy).

The purpose of using a functional analysis approach (FIMIX-PLS) in PLS-SEM is to address unobserved heterogeneity. Unobserved heterogeneity occurs when there are significant differences in model relationships between the data group and the data source. The difference can be traced back to observable characteristics such as gender, age, or income. In particular, this paper describes unobserved heterogeneity, prevalence, and challenges for social knowledge researchers. The paper also introduces FIMIX-PLS, which facilitates the identification and treatment of unobserved heterogeneity by providing guidance on how to apply this technique to specific study problems.

PLS-SEM applications typically analyze complete data sets, even though it is implicitly assumed that the data comes from a single, homogeneous population. This assumption is often unrealistic because the data characteristics are relatively homogeneous. Individuals (e.g., in their behavior) or companies (e.g., in their organizational structure) exhibit differences, and cross-observational data collection often yields misleading results. Failure to consider heterogeneity can be a threat to the validity of PLS-SEM results, leading to erroneous conclusions.⁴⁵

Based on the table of results of endogenous variables above, it can be concluded that the variables consisting of employee performance variables have a low value, namely in 2 segments, which means that the data distribution is heterogeneous, while the motivation variable has the lowest value, which is in 1 segment, which means that the data distribution is homogeneous.

Conclusion

The results of the study show that workload has a significant effect on work motivation and employee performance, both directly and through work motivation as an intervening variable. The more precise the workload management, the higher the motivation and performance produced. In contrast, compensation and work stress have no significant effect, either directly or indirectly, on motivation and performance. These findings indicate that in a work environment like Lazismu Banyumas, employee performance is more influenced by internal factors and work values, such as the meaning of workload and motivational strength, rather than financial incentives or work pressure.

Quarterly, JSTOR, (1998), vii–xvi.

⁴⁵ Joseph F Hair, *et. al.*, "When to Use and How to Report the Results of PLS-SEM," *European Business Review*, Vol. 31, No. 1, (2019), 2–24.

The limitation of this study lies in its focus on variables that reflect real conditions and problems within the organization, which does not encompass a broader sociocultural perspective. The analysis also focused only on field findings, with limited access to a larger population network. Based on the results of the research, the suggestions for LAZISMU are: 1) Increase employee intrinsic motivation through a targeted development program, considering that work motivation has the most significant influence on performance; 2) Optimize workload by mapping tasks according to employee capacity to maximize motivation and performance; 3) Evaluate the compensation system to ensure its suitability even if the effect is not significant; 4) Implementing proactive stress management to create a conducive work environment; and 5) Giving appreciation to employees with a high work ethic as a form of appreciation that can improve the welfare and quality of human resources.

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