

Analysis Of Workload And Work Culture On Employee Performance With Motivation As A Mediation Variable In The Work Unit Of The National Narcotics Agency Of North Sumatera Province

1stMega Wati

Postgraduate Student of Master Management
Universitas Pembangunan Panca Budi
Medan, Indonesia
megawati20mei@gmail.com

2ndWilchan Robain

Master of Management
Universitas Pembangunan Panca Budi
Medan, Indonesia
wilchan_robain@dosen.pancabudi.ac.id

Abstract— This study aims to determine and analyze the relationship between workload, work culture and employee performance in Motivation Mediation at the BNN North Sumatra Province Work Unit. The type of research used is quantitative. The population and sample in this study were all permanent employees at the BNN North Sumatra Province Work Unit totaling 50 employees (saturated sample). The data source used in this study is primary data. The data were analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) using SmartPLS software. The results of the study stated that there was a positive and significant effect of workload on work motivation, there was no positive and significant effect between work culture and work motivation, there was a positive and significant effect between motivation and employee performance, there was a positive and significant effect between workload and employee performance, there was no positive and significant effect of work culture on employee performance, there was a positive and significant effect between Workload and Employee Performance in Motivation Mediation, there was a positive and significant effect between Work Culture on Employee Performance in Motivation Mediation.

Keywords— Workload, Work Culture, Employee Performance, Motivation, BNN Province Sumatera Utara

I. INTRODUCTION

The rise of the circulation of narcotics and illegal drugs is a special concern for all elements of society and stakeholders, one of which is the North Sumatra Provincial Narcotics Agency Work Unit, whose organizational scope includes the eradication of narcotics. In eradicating narcotics trafficking in North Sumatra Province, all work units of the National Narcotics Agency must be agile and responsive in seeking information and where the source and entry of the narcotics come from to North Sumatra, and special attention is also needed, especially to the North Sumatra Province BNN task force.

However, based on the results of research findings (Crisnina Nasution, 2023) in the North Sumatra Province BNN Task Force, it was found that several employees made mistakes in their work so that this had an impact on the

performance of the North Sumatra Province BNN organization. In addition, employee performance is still considered not optimal because employees are still present in carrying out work not in accordance with the rules and regulations that have been set by the organization. As has been conveyed in the research (Hatidah & Indriansyah, 2022) which states that to be able to direct employees to work in accordance with applicable rules and work effectively and efficiently in order to achieve organizational goals, all elements in this case employees need to get special attention from the organization because this is a key to achieving success in the North Sumatra Province BNN organization. Employee performance problems that occur in the North Sumatra Province BNN Task Force can be solved, one of which is using a measuring tool that can be used as a guideline in solving problems. The measuring tool is in the form of employee performance indicators According to Robbin in Anwar Prabu Mangkunegara (2014) in (Safitri, 2022) as follows: work quality, work quantity, responsibility, cooperation, and initiative. The high intensity of the work of the North Sumatra Province BNN Task Force is a workload for employees, therefore the workload will affect employees in carrying out their work and have an impact on high work stress (Maha & Herawati, 2022). The results of the pre-research found that there were a number of employees who felt that the workload in the BNN organization in North Sumatra Province was very ineffective and needed to be considered, so that if this is not given special attention, it will have an impact on the decline in the performance given by the employee to the BNN organization.

The workload problem that occurs in the North Sumatra Province BNN Task Force can be suppressed by considering several things that are the benchmark to reduce the workload. This is referred to as a workload indicator according to Budiasa (2021) in (Rohman et al., 2023) as follows the targets to be achieved, work conditions, and the use of working time. The work culture created in an organization will support employee morale. A good work culture will provide great



benefits for the North Sumatra Province BNN organization as well as for North Sumatra Province BNN employees themselves. The lack of work culture monitoring carried out in the North Sumatra Province BNN organization will have an impact on employees who are less than optimal in carrying out their work and so is the cooperation carried out between employees very inclosely intertwined (Arifin et al., 2020). Based on the observations at the beginning of the study, it was found that the decline in employee performance caused by the work culture implemented by the North Sumatra Provincial BNN was still not optimal so that the North Sumatra Provincial BNN employees were still not optimal in carrying out their work. The above work culture problems can be solved if the North Sumatra Province BNN organization can use indicators as a measuring tool to solve the work culture problems that occur. As explained in the research (Srisinto, 2018) in (Saputri & Syaifullah, 2020) it is stated that they are willing to accept the direction of the leadership, happy to accept work responsibilities, work as worship, carry out work according to their duties, be able to overcome work obstacles, and be able to prepare work reports. The role of motivation in the North Sumatra Province BNN organization can maintain employee stability in an organization, can increase employee work productivity, can improve employee work discipline, can create a conducive work atmosphere, and reduce employee recruitment (Selfiana & Widjajanti, 2023).

II. METHOD

This study uses a type of quantitative research. The research was conducted at the National Narcotics Agency of North Sumatra Province. This study uses the population and the sample in this study is all permanent employees in the North Sumatra Province BNN Task Force which totals 50 employees (saturated sample). The data source used in this study is primary data.

Table 1. Variable Operational Definition

Types of Variables	Definition	Indicator
Employee Performance (Y)	Performance is the result of work done by an employee in carrying out the responsibilities imposed on him (Handayani & Daulay, 2021) in carrying out his responsibilities (Siswadi, 2023)	According to Anwar Prabu Mangkunegara (2014) in (Safitri, 2022) Employee Performance indicators: <ol style="list-style-type: none"> 1. Quality of work 2. Working quantity, 3. Responsibility 4. Collaborations, Initiatives
workload (X1)	Workload is all forms of activities involved by all employees in carrying out their duties and responsibilities (Rohman et al., 2023)	The workload is as follows: <ol style="list-style-type: none"> 1. Targets to be achieved 2. Working conditions, 3. Use of working time

Types of Variables	Definition	Indicator
Work Culture (X2)	Work culture is a norm applied by an organization that has an impact on the behavior of the organization's employees (Saputri & Syaifullah, 2020)	According to (Srisinto, 2018) in (Saputri & Syaifullah, 2020) the indicators of Work Culture are as follows: <ol style="list-style-type: none"> 1. Willing to accept the direction of the leadership 2. Happy to accept job responsibilities 3. Work as worship, 4. Carry out work according to the task 5. Can overcome work obstacles 6. Able to compile work reports
Motivasi Kerja (Z)	Work Motivation is a circumstance that encourages an employee to achieve organizational goals (Permadi & Rasminingsih, 2023)	According to (Permadi & Rasminingsih, 2023) the indicators of work motivation are as follows: <ol style="list-style-type: none"> 1. Job satisfaction 2. Achievement 3. Chance 4. Confession 5. Career development

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

III. RESULT AND DISCUSSION

A. Result

1. Outer Models Analysis
Composite Reliability

The statistics used in the measurement of composite or construct reliability calculations are as follows: a composite reliability value of more than 0.6 means that the construct is reliable or has high reliability as a measuring tool. A threshold value of 0.6 or higher indicates acceptable, while an acceptable threshold value between 0.8 and 0.9 indicates very satisfactory.

Table 2. Result Composite Reliability

	Composite Reliability
Workload (x1)	0,815
Work Culture (X2)	0,801
Employee Performance (Y)	0,786

Motivasi Kerja (Z)	0,774
--------------------	-------

Data Source : Data SEM-PLS 2024

The conclusions of composite reliability testing are as follows:

1. The Workload variable is reliable due to the Composite Reliability value of 0.815
 2. The Work Culture variable is reliable because of the Composite Reliability value of 0.801
 3. The Employee Performance variable is reliable because of the Composite Reliability value of 0.786.
 4. The Work Motivation variable is reliable because of the Composite Reliability value of 0.774.
2. Average Variance Extracted (AVE)

AVE, or the average size of the extracted variance, balances the variance that an item can account for with variations due to measurement errors. If the AVE score exceeds 0.5, the construct has excellent convergence validity. Latent factors can explain almost 50% of the variance of the indicator.

Table 3. Result Average Variance Extracted

	Composite Reliability
Workload (x1)	0,815
Work Culture (X2)	0,803
Employee Performance (Y)	0,771
C Motivasi Kerja (Z)	0,873

Data Source : Data SEM-PLS 2024

The conclusion of the AVE test is as follows:

1. Reliable Workload variable, because the AVE Test value is 0.815
2. The Work Culture variable is reliable, because the AVE Test score is 0.803
3. Employee Performance Variables, because the AVE Test score is 0.771
4. The Work Motivation Variable is reliable, because the AVE Test score is 0.873

B. Inner Models

1. R-Square

R-Square is a measure of the proportion of variation in the value of the variable that is affected (endogenous) and can be explained by the variable that affects it (exogenous). This is useful for predicting whether the model is good or bad (Juliandi, 2018). The criteria for R-Square according to Juliandi (2018) are as follows:

- 1). If the value of R2 (adjusted) = 0.75 → the model is substantial (strong).
- 2). If the value of R2 (adjusted) = 0.50 → medium model.
- 3). If the value of R2 (adjusted) = 0.25 → the model is weak (bad).

Table 4. R-Square

	R-Square	R-Square

		Adjusted
Employee Performance	0,817	0,867

Data Source : Data SEM-PLS 2024

The conclusion of the r-square value test on the performance of employees of the R-Square Adjusted path model using the moderator variable is 0.867. This means that the variable of workload and work culture (the interaction of work motivation with workload and work culture) in explaining employee performance is 86.7%. Thus, the model is classified as substantial (strong).

2. Direct Effect

The purpose of direct influence analysis is to test the hypothesis of a direct influence of a variable that affects (exogenous) on the variable in question. influence (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

- If the P-Values < 0.05, it is significant.
- If the P-Values > 0.05 then it is insignificant

Table 5. Direct Effect

	Path Coefficient	T statistics (O/STDEV)	P values
X1 -> Z	0,547	1,860	0,03
X2 -> Z	0,342	1,240	0,06
Z -> Y	0,441	10,578	0,00
X1 -> Y	0,430	1,753	0,02
X2 -> Y	0,561	1,606	0,01

The conclusion of the direct influence values in the table above is as follows:

1. Workload on Motivation: Path coefficient = 1.860 > T-Table = 1.660, meaning that the influence of X1 on Z is significant
2. Work Culture on Motivation: Path coefficient = 1.240 < T-Table = 1.660, meaning that the influence of X2 on Z is insignificant.
3. Motivation for Employee Performance: Path coefficient = 10,578 > T-Table = 1,660, meaning that the influence of Z on Y is significant.
4. Workload on Employee Performance: Path coefficient = 1.753 > T-Table = 1.660, meaning that the influence of X1 on Y is significant.

Work Culture on Employee Performance: Path coefficient = 1.606 > T-Table = 1.660, meaning that the influence of X2 on Y is significant

C. Indirect Effect

The purpose of direct influence analysis is to test the hypothesis of a direct influence of a variable that affects

(exogenous) on the variable in question. influence (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

- If the P-Values < 0.05, it is significant.
- If the P-Values > 0.05 then it is insignificant

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
X1 -> Y- >Z	0,446	0,551	0,817	12,438	0,01
X2 -> Y- >Z	0,431	0,572	0,778	11,818	0,00

The conclusion of the direct influence values in the table above is as follows:

1. Workload on Employee Performance in Work Motivation Mediation: Path coefficient = 12.438 > T-Table = 1.660, meaning that the moderator variable (work motivation) is able to moderate the influence of endogenous variables (workload) on exogenous variables (employee performance).
2. Work Culture on Employee Performance in Work Motivation Mediation: Path coefficient = 11.818 > T-Table = 1.660, meaning that the moderator variable (work motivation) is able to moderate the influence of endogenous variables (work culture) on exogenous variables (employee performance).
3. From the results of the statistical test, Workload (X1) has a significant effect on Motivation (Z). This is clearly seen from the results of the calculation (1,860) > ttable (1,660) with P-Values (0.03) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of workload on employee performance in the North Sumatra Province BNN Task Force. This is very consistent with research (Hardono et al., 2019) that workload has a positive and significant influence on employee work motivation at the Batam Manpower and Population Mobility Office.

2. The Influence of Work Culture on Motivation

From the results of the statistical test, Work Culture (X2) has a significant effect on Motivation (Z). This is clearly seen from the results of the calculation (1,240) > ttable (1,660) with P-Values (0.02) < 0.06, then Ha is accepted, which shows that there is indeed no positive and significant influence of work culture on employee work motivation in the North Sumatra Province BNN Task Force. This is not in line with research (Makkuradde et al., 2021) stating that work culture has a positive and significant influence on PT Tigaraksa Satria, Tbk Makassar Branch.

3. The Influence of Motivation on Employee Performance

From the results of the statistical test, Motivation (Z) has a significant effect on Employee Performance (Y). This is clearly seen from the results of tcount (10.578) > ttable (1.660) with P-Values (0.00) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of work motivation on employee performance in the North Sumatra Province BNN Task Force. This is very much in accordance with the research on work motivation simultaneously having an influence on employee performance at PT. Hasta Pusaka Sentosa Purbalingga.

4. The Effect of Workload on Employee Performance

From the results of the statistical test, Workload (X1) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (1,753) > ttable (1,660) with P-Values (0.02) < 0.05, then H0 is rejected which shows that there is indeed a positive and significant influence of Workload on Employee Performance in the North Sumatra Province BNN Task Force. This is very consistent with research (Husin et al., 2021) in his research stating that workload has a strong influence on employee performance at the Regional Financial and Asset Management Agency of South Konawe Regency.

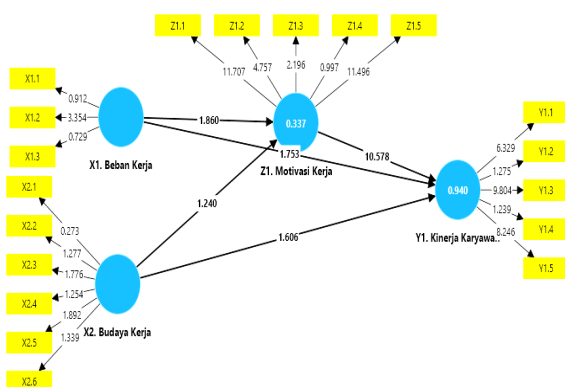


Figure 1. T-Value Inside and Out Models

The t-test carried out is the result of the t-test from the bootstrap calculation. The results of the t-test in the figure above will then be compared with the t-value of the table. The analysis of the results of this study is an analysis of the suitability of theories, opinions and previous research that has presented the results of previous research and what behavioral patterns must be done to overcome this. Below are 2 (two) main parts that will be discussed in the analysis of the findings of this study, which are as follows:

1. Effect of Workload on Motivation

5. The Influence of Work Culture on Employee Performance

From the results of the statistical test, Work Culture (X2) has a significant effect on Employee Performance (Y). This is clearly seen from the results of the calculation (1,606) < ttable (1660) with P-Values (0.01) < 0.05, then Ha is accepted, which shows that there is no positive and significant influence of work culture on employee performance in the North Sumatra Province BNN Task Force. This is not in line with research (Sukartini & Gaol, 2022) which states that work culture has a positive and

significant influence on employee performance in the Pebutan sub-district of North Jakarta administrative city

REFERENCES

6. The Effect of Workload on Employee Performance in Motivational Mediation

From the results of the statistical test, Workload (X1) has a significant effect on Employee Performance (Y) in Motivation Mediation. This is clearly seen from the results of the calculation $(12.438) > t_{table} (1660)$ with P-Values $(0.01) < 0.05$, then H_0 is rejected, indicating that there is a positive and significant influence of workload on employee performance in the motivation mediation of the North Sumatra Province BNN Task Force. This is in line with research (Dewi et al., 2023) which states that work motivation is also able to mediate the relationship between workload and employee performance at the Forest Management Office.

7. The Influence of Work Culture on Employee Performance in Motivational Mediation

From the results of the statistical test, Work Culture (X2) has a significant effect on Employee Performance (Y) in Motivation Mediation. This is clearly seen from the results of the calculation $(11.818) > t_{table} (1660)$ with P-Values $(0.00) < 0.05$, then H_0 is rejected, showing that there is a positive and significant influence of work culture on employee performance in the motivation mediation of the North Sumatra Province BNN Task Force. This is in line with research (Hendri et al., 2023) which states that work motivation is an intermediate variable in the relationship between competence and work culture on performance at the South Sumatra Provincial Transportation Agency.

B. DISCUSSION

Based on the results and discussions that have been described above, it is concluded that: there is a positive and significant influence of workload on work motivation, there is no positive and significant influence between work culture and work motivation, there is a positive and significant influence of motivation on employee performance, there is a positive and significant influence between workload and employee performance, there is no positive and significant influence of work culture on employee performance, there is a positive and significant influence between Workload and Employee Performance in Motivational Mediation, there is a positive and significant influence between Work Culture on Employee Performance in Motivational Mediation.

IV. CONCLUSION

Based on the results and discussions that have been described above, it is concluded that there is a positive and significant influence of work discipline with organizational culture, then there is a positive and significant influence between leadership style and organizational culture, then there is a positive and significant influence of organizational culture on employee performance, there is a positive and significant influence between work discipline and employee performance, There is no positive and significant influence between leadership style and employee performance, there is a positive and significant influence of work discipline on employee performance mediated by organizational culture, there is a positive and significant influence of leadership style on employee performance mediated by organizational culture in the North Sumatra Province BNN Task Force.

- [1] Arifin, A. Z., Rosyida, F. N., & Ferdian, I. S. (2020). Pengaruh Edukasi Terhadap Pelaksanaan Budaya Kerja 5R (Ringkas, Rapi, Rajin) Di Rumah Sakit Muhammadiyah Babat Lamongan. *JHS: Journal Hospital Science*, 3(1), 1–9.
- [2] Crisnina Nasution, N. (2023). Pengaruh Disiplin Kerja Dan Budaya Kerja Terhadap Kinerja Pegawai Pada Kantor Badan Narkotika Nasional Provinsi Sumatera Utara. *Jurnal Ilmiah Mahasiswa Ekonomi Dan Bisnis (JIMEIS)*, 3(1), 143–153.
<https://doi.org/10.1016/j.tmaid.2020.101607%0A>
<https://doi.org/10.1016/j.ijsu.2020.02.034%0Ahttps://onlinelibrary.wiley.com/doi/abs/10.1111/cjag.12228%0Ahttps://doi.org/10.1016/j.ssci.2020.10.4773%0Ahttps://doi.org/10.1016/j.jinf.2020.04.011%0Ahttps://doi>
- [3] Dewi, R. F., Nurhadi, M., Julianti, E., & Prawitowati, T. (2023). Peran Mediasi Motivasi Kerja Pada Stres Kerja Dan Beban Kerja Terhadap Kinerja Karyawan Di Kantor Pemangkuan Hutan. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 10(1), 247–261.
<https://doi.org/10.37606/publik.v10i1.549>
- [4] Handayani, S., & Daulay, R. (2021). Analisis Pengaruh Lingkungan Kerja Dan Stress Kerja Terhadap Kinerja Karyawan. *SiNTesa:Seminar Nasional Teknologi Edukasi Dan Humaniora*, 1(1), 544–548.
<https://doi.org/10.35316/idarrah.2020.v1i1.16-29>
- [5] Hardono, I., Nasrul, H. W., & Hartati, Y. (2019). Pengaruh Penempatan Dan Beban Kerja Terhadap Motivasi Kerja Dan Dampaknya Pada Prestasi Kerja Pegawai. *Dimensi*, 8(1), 28–43.
- [6] Hatidah, & Indriansyah, A. (2022). Pengaruh Kinerja Pegawai Terhadap Kualitas Pelayanan Di CV Mitra Selular Palembang. *Jumek :Jurnal Manajemen Dan Ekonomi Kreatif*, 1(1), 179–189.
<https://doi.org/10.59024/jumek.v1i1.39>
- [7] Hendri, E., Robyardi, E., Mursalin, & Suhada. (2023). Model Struktural Kompetensi Dan Budaya Kerja Untuk Motivasi Kerja Dan Dampaknya Pada Kinerja Pegawai. *Jurnal Media Wahana Ekonomika*, 20(1), 27–35.
<https://doi.org/10.31851/jmwe.v20i1.11509>
- [8] Husin, Nurwati, & Aisyah, S. (2021). Pengaruh Beban Kerja dan Kompensasi terhadap Kinerja Pegawai pada Badan Pengelolaan Keuangan dan Aset Daerah Kabupaten Konawe Selatan. *Equilibrium*, 10(1), 69–78.
- [9] Maha, A. K. K., & Herawati, J. (2022). ANALISIS PENGARUH STRESS KERJA, LINGKUNGAN KERJA, BEBAN KERJA DAN KEPUASAN

- KERJA TERHADAP KARYAWAN DI PT NATURAL NUSANTARA (NASA) YOGYAKARTA. *Derivatif: Jurnal Manajemen*, 16(1), 212–222.
- [10] Makkuradde, S., Mointi, R., Poylema, F., & Sauw, Ok. (2021). Peningkatan Motivasi Kerja Pegawai Melalui Budaya Kerja , Reward dan Punishment. *Yume: Jurnal Of Management*, 4(3), 577–585. <https://doi.org/10.37531/yume.vxix.354>
- [11] Permadi, K. O., & Rasminingsih, N. K. N. (2023). Peran Motivasi Kerja Dalam Memoderasi Hubungan Antara Kepemimpinan Terhadap Semangat Kerja Karyawan. *Jurnal Maneksi*, 12(4), 738–743.
- [12] Rohman, S. N., Ambarwati, D., & Saptaria, L. (2023). Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan PT . Karunia Ultima Kemasan Jatikalen Nganjuk. *Populer: Jurnal Penelitian Mahasiswa*, 2(4), 22–37. <https://doi.org/https://doi.org/10.58192/populer.v2i4.1350>
- [13] Safitri, A. N. (2022). Pengaruh Lingkungan Kerja, Pemberdayaan, dan Kepemimpinan terhadap Kinerja Karyawan (Studi di PT.Phapros,Tbk Semarang). *Jurnal Ekonomi Dan Bisnis (E-Qien)*, 11(2), 14–25. <https://stiemuttaqien.ac.id/ojs/index.php/OJS/article/view/892>
- [14] Saputri, C., & Syaifullah. (2020). Pengaruh Lingkungan Kerja, Budaya Kerja Dan Kedisiplinan Kerja Terhadap Kinerja Karyawan Pada PT Epson Batam. *Ekuivalensi: Jurnal Ekonomi Bisnis*, 6(1), 133–147.
- [15] Selfiana, R., & Widjajanti, K. (2023). PERANAN MOTIVASI DALAM MENINGKATKAN KINERJA KARYAWAN PADA PT . SANGO CERAMICS INDONESIA. *SOLUSI: Jurnal Ilmiah Bidang Ilmu Ekonomi*, 21(3), 229–237.
- [16] Sukartini, & Gaol, P. L. (2022). Pengaruh Budaya Kerja Terhadap Kinerja Pegawai Pada Kelurahan Pejagalan Kota Administrasi Jakarta Utara. *Jurnal Sumber Daya Aparatur*, 4(2), 43–51.