

The Effect of Workload and Motivation on Employee Performance at CV. Biliva Nature Indonesia

Imelda Puji Lestari¹, Fandi Fatoni²

^{1,2} University of Surabaya, Surabaya
Imeldapuji.22047@mhs.unesa.ac.id

Abstract: This study was motivated by the suboptimal employee performance at CV. Biliva Nature Indonesia, as reflected in the differences in employee performance despite workload distribution being adjusted according to individual job responsibilities. This condition indicates that workload and motivation may influence employee performance. The study aimed to analyze the effects of workload and motivation on employee performance at CV. Biliva Nature Indonesia. A quantitative research approach with a survey method was employed. Saturated sampling was applied, involving all 54 employees as the research sample. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS version 26. The results revealed that workload had no significant effect on employee performance. In contrast, motivation had a positive and significant effect on employee performance. Furthermore, workload and motivation simultaneously had a significant effect on employee performance. These findings indicate that improving employee motivation plays a more dominant role in enhancing performance, while appropriate workload management remains important to ensure effective work implementation. Therefore, organizations are encouraged to strengthen employee motivation and manage workload proportionally to improve overall employee performance.

Keywords: Workload, Motivation, Employee Performance.

Abstrak: Penelitian ini dilatarbelakangi oleh belum optimalnya kinerja karyawan pada CV. Biliva Nature Indonesia yang ditunjukkan oleh masih adanya perbedaan pencapaian kinerja meskipun pembagian beban kerja telah disesuaikan dengan tugas masing-masing karyawan. Kondisi tersebut menunjukkan bahwa beban kerja dan motivasi diduga menjadi faktor yang memengaruhi kinerja karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja dan motivasi terhadap kinerja karyawan pada CV. Biliva Nature Indonesia. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Teknik pengambilan sampel menggunakan sampling jenuh sehingga seluruh populasi yang berjumlah 54 karyawan dijadikan sebagai sampel penelitian. Pengumpulan data dilakukan melalui penyebaran kuesioner dan dianalisis menggunakan analisis regresi linier berganda dengan bantuan SPSS versi 26. Hasil penelitian menunjukkan bahwa beban kerja tidak berpengaruh signifikan

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terhadap kinerja karyawan. Sebaliknya, motivasi berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, beban kerja dan motivasi secara simultan berpengaruh signifikan terhadap kinerja karyawan. Temuan ini menunjukkan bahwa peningkatan motivasi menjadi faktor yang lebih dominan dalam meningkatkan kinerja, sedangkan pengelolaan beban kerja tetap perlu diperhatikan agar pelaksanaan pekerjaan berjalan secara efektif. Oleh karena itu, perusahaan perlu meningkatkan motivasi kerja serta mengelola beban kerja secara proporsional untuk mendukung peningkatan kinerja karyawan.

Kata Kunci: Beban Kerja, Motivasi, Kinerja Karyawan

INTRODUCTION

The increasingly competitive business world driven by globalization and technological advancements demands that companies maintain high-quality human resources (HR) as a key factor in achieving organizational goals. HR is no longer viewed merely as operational implementers, but as a strategic asset that plays a role in increasing productivity, innovation, and company competitiveness. Therefore, companies need to implement effective HR management strategies to achieve optimal employee performance. Employee performance is one indicator of an organization's success in achieving its stated goals because it reflects an individual's ability to complete work according to assigned standards of quality, quantity, and responsibility. In practice, employee performance is influenced by various factors, including workload and work motivation (Machzunah et al., 2025a).

Workload is the totality of work demands that employees must complete within a specific timeframe, consistent with the responsibilities assigned by the company. A workload that aligns with individual capacity can boost productivity and work effectiveness, while an excessive workload can lead to physical and psychological fatigue, which can impact employee performance (Kurniawan & Rizki, 2022). In addition to workload, motivation is also a crucial factor in improving employee performance. Motivation is a drive derived from internal and external factors that influences an individual's enthusiasm, commitment, and willingness to carry out their work. Highly motivated employees tend to demonstrate greater productivity, discipline, and responsibility, thus achieving optimal performance (Suparman et al., 2023).

Several previous studies have shown a relationship between workload and motivation and employee performance. Research by (Wahyuningsih & Kirono (2023) demonstrated that workload positively impacts employee performance when supported by high work motivation. Research by Kurniawan & Rizki (2022) demonstrated that motivation has a positive and significant impact on employee performance, while excessive workload has the potential to decrease performance. Research by Prahasyila et al. (2024) also demonstrated that motivation

significantly improves employee performance across various industrial sectors. Furthermore, Souisa et al. (2025) found that workload influences job satisfaction, and motivation acts as a variable that strengthens the relationship between workload and employee performance. Meanwhile, Machzunah et al. (2025) explained that intrinsic motivation can strengthen the relationship between workload and employee performance.

Although the relationship between workload, motivation, and employee performance has been extensively researched, previous research results remain inconsistent. Some studies suggest that workload has a positive effect on employee performance (Wahyuningsih & Kirono, 2023). However, research by Souisa et al. (2025) shows that a high workload can actually decrease job satisfaction, which in turn leads to decreased performance. Furthermore, motivation has been shown to have a positive effect on employee performance (Prahasyila et al., 2024), but other research indicates that motivation plays a more of a strengthening role than a direct influence on performance (Souisa et al., 2025). These discrepancies in research findings indicate a research gap regarding the influence of workload and motivation on employee performance, particularly in e-commerce skincare retail companies.

The development of research on workload, motivation, and employee performance shows that most studies have been conducted in the manufacturing, service, healthcare, and government sectors. Meanwhile, research examining both variables simultaneously in e-commerce skincare retail companies is relatively limited. This situation indicates a need for research that can provide empirical evidence regarding the influence of workload and motivation on employee performance in companies with digital operational characteristics, which have different work dynamics than other business sectors.

The originality of this research lies in examining the influence of workload and motivation on employee performance at CV. Biliva Nature Indonesia, an e-commerce-based skincare retailer. Unlike previous research, which has mostly been conducted in the manufacturing sector, hospitals, and government agencies, this study provides empirical evidence in a skincare retail company characterized by digital sales-based work. Furthermore, this research utilizes a real-life phenomenon, namely the suboptimal achievement of Key Performance Indicators (KPIs), low awareness of work responsibilities, and a low sense of belonging among some employees serve as the basis for assessing the impact of workload and motivation on employee performance.

CV. Biliva Nature Indonesia is an e-commerce company specializing in the sale of skincare and cosmetic products. To carry out its operations, the company is required to have human resources capable of working effectively to meet company targets. However, based on

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initial observations and interviews with HR, differences in performance achievement persist among employees, despite the division of work aligned with their respective duties and responsibilities. Furthermore, some employees still have a relatively low awareness of work responsibilities and a sense of belonging to the company. This situation is supported by Key Performance Indicator (KPI) data, which shows that average employee performance is still below company standards, indicating suboptimal employee performance.

Based on the empirical phenomena and research gaps described, this study aims to analyze the effect of workload on employee performance, analyze the influence of motivation on employee performance, and analyze the simultaneous influence of workload and motivation on employee performance at CV. Biliva Nature Indonesia. The research findings are expected to provide theoretical contributions to enriching human resource management studies, particularly regarding the influence of workload and motivation on employee performance. Furthermore, the findings are expected to provide practical recommendations for CV. Biliva Nature Indonesia in managing workload proportionately and enhancing work motivation to support sustainable employee performance improvement.

METHOD

This study used a quantitative approach with explanatory research to analyze the influence of workload and motivation on employee performance at CV. Biliva Nature Indonesia. The study was conducted at CV. Biliva Nature Indonesia, which sells skincare and cosmetic products through e-commerce. The population in this study was all 54 employees of CV. Biliva Nature Indonesia. The sampling technique used saturated sampling, so that all members of the population were included in the research sample. Saturated sampling was chosen because the population size was relatively small, allowing the entire population to be used as respondents to obtain a more representative picture of the research conditions.

The data used consisted of primary and secondary data. Primary data were obtained by distributing questionnaires to all respondents using a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. Meanwhile, secondary data were obtained from company documents, Key Performance Indicator (KPI) data, and various scientific literature relevant to the research topic. Data collection techniques included questionnaires, observations, interviews with the Human Resources Department (HRD), and documentation studies. The questionnaire was used to measure respondents' perceptions of the variables of workload, motivation, and employee performance based on predetermined indicators. The data analysis technique used multiple linear regression analysis with the help

of IBM SPSS Statistics software version 26. Before hypothesis testing was carried out, the data was first tested through validity tests, reliability tests, and classical assumption tests which included normality tests, multicollinearity tests, and heteroscedasticity tests. Hypothesis testing was carried out using the t test to determine the partial effect of each independent variable on the dependent variable, the F test to determine the simultaneous effect of the independent variable on the dependent variable, and the coefficient of determination (R^2) test to measure the magnitude of the ability of the workload and motivation variables in explaining variations in employee performance.

RESULTS AND DISCUSSION

This study involved 54 respondents, all employees of CV. Biliva Nature Indonesia. Respondents were selected using a saturated sampling technique, thus the entire population served as the research sample. Respondent characteristics in this study include gender, age, education level, length of service, and work division. The presentation of respondent characteristics aims to provide an overview of the profile of the respondents who are the object of the study, thus aiding in interpreting the research results.

Table 1 Respondent Characteristics

No	Respondent Characteristics	Description	Amount	Percentage (%)
1.	Gender	Female	40	74%
		Male	14	26%
2.	Age	18-19 Year	2	3,7%
		20-25 Year	29	53,7%
		26-30 Year	18	33,3%
		31-32 Year	5	9,3%
3.	Year of Service	3-11 Month	11	20,4%
		1-5 Year	31	57,4%
		6-9 Year	12	22,2%
4.	Employee Status	Contract Employees	34	63%
		Permanent Employees	20	37%
5.	Division	<i>Finance & Acc</i>	2	3,7%
		HRD	3	5,5%
		IT	1	1,9%
		<i>Creative team</i>	6	11,1%
		<i>Warehouse</i>	3	5,5%
		<i>Marketing</i>	38	70,4%

Source: Processed by Researchers, 2026

Based on respondent characteristics, this study was dominated by employees in the Marketing Division, so the results are more representative of the working conditions in that division. While the Finance & Accounting, HRD, IT, Creative Team, Warehouse, and Personal Assistant divisions had smaller proportions of respondents. Demographically, respondents

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were predominantly female, aged 20–25, with 1–5 years of service, and contract employees. These characteristics indicate that the study results more closely reflect the perceptions of productive-age employees who have sufficient work experience to understand job demands, work motivation, and performance achievement at CV. Biliva Nature Indonesia. Meanwhile, respondents aged 18–19, 26–30, and 31–32, as well as those with 3–11 months and 6–9 years of service, contributed less, so their perceptions did not dominate the study results.

Overall, respondent characteristics indicate that the study results were more influenced by employees in the Marketing Division, with a predominance of female employees, aged 20–25, with 1–5 years of service, and contract employees. These characteristics illustrate that the majority of respondents are employees who have sufficient work experience to be able to provide assessments of workload, motivation, and employee performance according to the conditions they experience while working at CV. Biliva Nature Indonesia.

Descriptive Analysis

Descriptive analysis was conducted to determine respondents' perceptions of workload, motivation, and employee performance variables based on mean scores. Interpretation of the mean scores refers to the categories proposed by Ferdinand (2014), namely low, medium, and high.

The analysis results show that the workload variable obtained an average score of 3.71, making it categorized as high. This indicates that respondents still perceive their workload to be relatively high. Among all indicators, the effort level had the highest average score of 3.98, indicating that employees strive to complete their work. Meanwhile, the frustration level indicator received the lowest average score of 3.25, indicating that some employees still feel pressured or frustrated when facing work demands.

The motivation variable obtained an average score of 3.96, making it categorized as high. These results indicate that employee work motivation at CV. Biliva Nature Indonesia is considered good. The physiological needs indicator obtained the highest average score, while the safety needs indicator had the lowest average score of 3.91. Although still in the high category, these results indicate that the company still needs to pay attention to the aspect of job security to optimally improve employee motivation.

Furthermore, the employee performance variable achieved an average score of 4.08, which falls into the high category. This indicates that CV. Biliva Nature Indonesia's employee performance is generally in the good category. The responsibility indicator had the highest average score of 4.35, indicating that employees demonstrate a strong sense of responsibility in carrying out their work. Meanwhile, the work initiative indicator received the lowest average

score of 3.73, indicating that employees' ability to take initiative in completing work can still be improved.

Validity Test Results

The validity test results show that all statement items for the variables workload (X_1), motivation (X_2), and employee performance (Y) have a Corrected Item-Total Correlation value greater than the table's r value of 0.268. Thus, all statement items are declared valid, accurately measuring each research variable and are suitable for use as research instruments.

Reliability Test Results

The reliability test results showed that the Cronbach's Alpha values for the variables workload, motivation, and employee performance were all above 0.70. These results indicate that each variable has a good level of consistency, thus declaring the research instrument reliable and can be used to consistently obtain research data.

Classical Assumption Test Results

1. Normality Test Results

The results of the normality test using the Kolmogorov-Smirnov method showed an Asymp. Sig. (2-tailed) value of 0.200, which is greater than 0.05. Thus, the research data is normally distributed and meets the assumption of normality.

2. Multicollinearity Test Results

The multicollinearity test results show that the workload (X_1) and motivation (X_2) variables each have a Tolerance value of 0.961, which is greater than 0.10, and a Variance Inflation Factor (VIF) value of 1.041, which is less than 10. These results indicate that there are no symptoms of multicollinearity among the independent variables, so the regression model meets the multicollinearity assumption and is suitable for further analysis.

3. Heteroscedasticity Test Results

The heteroscedasticity test was conducted using the Glejser test. The test results show that the workload (X_1) variable has a significance value of 0.297, while the motivation (X_2) variable has a significance value of 0.063. Both values are greater than 0.05, so it can be concluded that the regression model does not experience symptoms of heteroscedasticity. Therefore, the regression model meets the assumption of homoscedasticity and is suitable for hypothesis testing.

Multiple Linear Regression Test Results

Table 2 Multiple Linear Regression Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coef.ficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	25.672	5.540		4.634	.000		
	Beban Kerja (X1)	.096	.097	.131	.985	.329	.961	1.041
	Motivasi (X2)	.277	.114	.322	2.429	.019	.961	1.041

Source: SPSS output version 26

Multiple linear regression analysis was carried out to determine the effect of workload (X₁) and motivation (X₂) variables on employee performance (Y). Based on the results of the analysis, the following multiple linear regression equation is obtained:

$$Y = 25.672 + 0.096X_1 + 0.277X_2 + e$$

Based on the regression equation, a constant value of 25.672 indicates that if the workload and motivation variables are considered constant or have a value of zero, then the employee performance value is estimated to be 25.672. Furthermore, the regression coefficient for the workload variable is 0.096, indicating that every one unit increase in workload will increase employee performance by 0.096 units, assuming the motivation variable remains constant. However, based on partial test results, this effect is not significant. Meanwhile, the regression coefficient for the motivation variable is 0.277, indicating that every one unit increase in motivation will increase employee performance by 0.277 units, assuming the workload variable remains constant. These results indicate that motivation has a positive influence on increasing employee performance.

Partial Test Results (t-Test)

A partial test (t-test) was conducted to determine the effect of each independent variable on the dependent variable. The test results showed that the workload variable (X₁) had a calculated t-value of 0.985 with a significance value of 0.329, greater than 0.05. Therefore, workload does not significantly influence employee performance, so the first hypothesis (H₁) was rejected. Conversely, the motivation variable (X₂) had a calculated t-value of 2.429 with a significance value of 0.019, which is less than 0.05. These results indicate that motivation has a positive and significant effect on employee performance, so the second hypothesis (H₂) was accepted.

Simultaneous Test Results (F-Test)

A simultaneous test (F-test) was conducted to determine the joint effect of workload and motivation on employee performance. The test results showed a calculated F-value of 4.068 with a significance value of 0.023, which is less than 0.05. These results indicate that workload and motivation simultaneously have a significant effect on employee performance. Therefore, the third hypothesis (H3) is accepted.

Coefficient of Determination (R^2) Test Results

The coefficient of determination test results show an adjusted R^2 value of 0.104, or 10.4%. This indicates that workload and motivation variables explain 10.4% of the variation in employee performance, while the remaining 89.6% is influenced by other variables outside the research model that were not examined in this study.

CONCLUSION

This study shows that workload does not significantly impact employee performance at CV. Biliva Nature Indonesia. This indicates that employee workload is not a major factor influencing performance improvement or decline. This indicates that employees are still capable of completing their work according to their assigned responsibilities despite varying levels of workload.

Conversely, motivation has been shown to have a positive and significant impact on employee performance. This finding indicates that the higher an employee's motivation, the better their performance. Therefore, motivation is a more dominant factor in improving employee performance at CV. Biliva Nature Indonesia.

Furthermore, this study also shows that workload and motivation jointly influence employee performance. Therefore, proportional workload management and increased work motivation are aspects that companies need to consider in their efforts to improve employee performance.

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