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The Influence Of Motivation And Workload On Employee Productivity At Pt. Exzer Amsal Mandiri

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Abstract

Human resources play a strategic role in determining organizational productivity, yet PT. Exzer Amsal Mandiri faces persistent challenges related to employee motivation and workload management that potentially hinder overall productivity. This study aims to examine the partial and simultaneous effects of motivation and workload on employee productivity at PT. Exzer Amsal Mandiri. A quantitative, explanatory approach was applied, involving the entire population of 41 employees selected through saturated sampling. Data were collected using structured questionnaires and analyzed with multiple linear regression using SPSS version 25. The results show that motivation has a positive and significant partial effect on employee productivity (t = 21.624, sig = 0.000), and workload also has a positive and significant partial effect (t = 23.544, sig = 0.000). Simultaneously, motivation and workload significantly influence employee productivity (F = 483.655, sig = 0.000), explaining 96.0 percent of the variance in productivity (Adjusted R^2 = 0.960), while the remaining 4.0 percent is attributable to other unexamined factors. These findings imply that strengthening employee motivation alongside proportional workload management is essential for organizations seeking to optimize workforce productivity.

Keywords: Motivation, Workload, Employee Productivity.

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INTRODUCTION

In the current era of globalization, human resources have become the strategic factor that determines the success and sustainability of an organization. The quality of employee performance and the level of a company's success are strongly influenced by the quality of its human resources. At PT. Exzer Amsal Mandiri, this quality is expected to improve continuously so that the company can raise work productivity, improve the quality of work outcomes, and effectively support the achievement of organizational goals.

High motivation can help employees cope with the demands of their workload so that tasks can still be completed effectively. However, high motivation alone will not produce optimal productivity if the workload assigned exceeds employees' capacity; conversely, a balanced workload without adequate motivation may also lead to low productivity. Improving employee productivity therefore requires a synergy between strong motivation and proportional workload management. At PT. Exzer Amsal Mandiri, field conditions indicate several persistent issues, including training that is provided only at the beginning of employment without continuation, a mismatch between employees' educational background and their job field, limited opportunities for promotion, insufficient sense of responsibility among employees, and an excessive number of daily delivery tasks relative to the available workforce.

Previous studies present inconsistent findings regarding these relationships. Wau (2022) found that work motivation did not have a positive effect on work productivity, while Ilmi et al. (2024) found that workload had a negative and significant effect on employees' work productivity. In contrast, Manoppo et al. (2021) reported that workload had a significant partial effect on employee productivity. Most of these studies, however, examined only a single independent variable, leaving a research gap regarding the combined and comparative influence of motivation and workload within one model. This gap is compounded by the limited number of studies conducted specifically within logistics and distribution-based companies such as PT. Exzer Amsal Mandiri.

This study addresses that gap by simultaneously examining motivation and workload as predictors of employee productivity, thereby testing the consistency of these relationships in a different organizational context. Specifically, the study seeks to answer the following research questions: (1) does motivation have a partial, positive, and significant effect on employee productivity at PT. Exzer Amsal Mandiri; (2) does workload have a partial, positive, and significant effect on employee productivity at PT. Exzer Amsal Mandiri; and (3) do motivation and workload simultaneously have a positive

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and significant effect on employee productivity at PT. Exzer Amsal Mandiri. Accordingly, this study aims to determine the partial effect of motivation, the partial effect of workload, and the simultaneous effect of both variables on employee productivity. Beyond its practical relevance for the company's human resource policy, this study contributes to the field of human resource management by providing empirical evidence that reconciles prior mixed findings and by offering a replicable model that future researchers can extend with additional variables and broader organizational settings.

RESULTS AND DISCUSSION

Results

All 41 distributed questionnaires were returned and fully usable, yielding a 100 percent response rate. The respondent profile shows that the workforce is predominantly male (65.9 percent, n = 27) compared with female employees (34.1 percent, n = 14). By age, most respondents fall within the 20–25 year range (58.5 percent), followed by 26–30 years (22.0 percent), above 30 years (17.1 percent), and under 20 years (2.4 percent), indicating that the workforce is largely composed of early-career, productive-age employees. In terms of education, the majority hold a bachelor's degree (S1) (85.4 percent), followed by senior high school graduates (9.8 percent) and diploma holders (4.9 percent), reflecting a relatively strong academic qualification profile among employees.

Validity testing showed that all items for motivation (r = 0.886–0.949), workload (r = 0.906–0.947), and employee productivity (r = 0.791–0.930) exceeded the r-table value of 0.260, confirming that all indicators were valid. Reliability testing produced Cronbach's Alpha values of 0.972 for motivation, 0.967 for workload, and 0.962 for productivity, all well above the 0.60 threshold, indicating excellent internal consistency. The classical assumption tests were also satisfied: the Kolmogorov-Smirnov test yielded an Asymp. Sig. (2-tailed) of 0.200 (> 0.05), confirming normally distributed residuals; tolerance values of 0.997 and VIF values of 1.003 for both independent variables indicated the absence of multicollinearity; and the scatterplot of residuals showed a random pattern with no discernible trend, indicating the absence of heteroscedasticity.

Multiple linear regression produced the equation Y = 0.744 + 0.721X1 + 0.998X2, indicating that both motivation and workload increase employee productivity as they rise. The partial t-test showed that motivation significantly affects productivity (t = 21.624 > t-table 1.684, sig = 0.000 < 0.05), and workload also significantly affects productivity (t = 23.544 > t-table 1.684, sig = 0.000 < 0.05); both hypotheses (H1 and H2) were therefore

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accepted. The simultaneous F-test confirmed that motivation and workload jointly and significantly affect employee productivity (F = 483.655 > F-table 3.24, sig = 0.000 < 0.05), supporting H3. The Adjusted R^2 value of 0.960 indicates that motivation and workload jointly explain 96.0 percent of the variance in employee productivity, with the remaining 4.0 percent attributable to variables outside the model.

DISCUSSION

The finding that motivation has a positive and significant effect on employee productivity indicates that employees who feel more motivated, whether through recognition, achievement, or opportunities for advancement, tend to work more diligently and produce better outcomes. This result is consistent with Nopitasari et al. (2025), who found that motivation positively and significantly affects employee productivity, and with Mamitoho et al. (2023), who reported a similar positive relationship between work motivation and employee performance. Taken together, these findings reinforce the view that motivation functions as a stable driver of productivity across different organizational settings, suggesting that companies cannot rely on structural or procedural improvements alone; sustained attention to employees' psychological and career-related needs is equally necessary.

Workload was also found to have a positive and significant effect on productivity, implying that, within the range experienced by employees at PT. Exzer Amsal Mandiri, a well-structured and proportionate workload can stimulate rather than hinder performance, likely because clearly defined tasks and targets provide employees with direction and a sense of purpose. This result aligns with Eyanur and Nuzuliati (2024) and Manoppo et al. (2021), both of which found that workload positively and significantly influences productivity. It stands in contrast, however, to Ilmi et al. (2024), who found a negative effect of workload on productivity. This divergence suggests that the direction of the workload–productivity relationship is context-dependent: workload enhances productivity when it remains within employees' capacity and is accompanied by adequate support, but becomes detrimental once it exceeds sustainable limits. This distinction carries an important managerial implication, namely that workload should be treated not merely as a quantity to be minimized but as a variable to be calibrated against employees' capacity and available resources.

The simultaneous test confirms that motivation and workload jointly exert a strong influence on productivity, together accounting for 96.0 percent of its variance, a notably high proportion that suggests these two variables are the dominant drivers of productivity

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in this organizational context, leaving little room for other unexamined factors. This finding is consistent with Nadut et al. (2025) and Aryanti and Rizal (2025), both of whom found that workload and motivation simultaneously and significantly affect employee productivity. Practically, this implies that management interventions addressing motivation and workload together, rather than in isolation, are likely to yield the greatest gains in productivity, since the two factors appear to reinforce one another: adequate motivation helps employees manage demanding tasks, while a well-managed workload sustains and channels that motivation into measurable performance.

CONCLUSION

This study set out to determine the partial and simultaneous effects of motivation and workload on employee productivity at PT. Exzer Amsal Mandiri. The findings confirm that both motivation and workload independently and jointly play a significant, positive role in shaping employee productivity, indicating that productivity in this organization is best understood as the outcome of a synergy between employees' internal drive and the manner in which their tasks are structured and distributed, rather than either factor operating alone. These results reinforce the view that human resource strategies aiming to raise productivity should treat motivation-building and workload management as complementary, not competing, priorities.

This study is limited by its focus on a single company with a relatively small sample of 41 employees and by its consideration of only two predictor variables, which restricts the generalizability of the findings to other organizational or industry contexts. Future research is therefore recommended to extend this model by incorporating additional variables such as work environment, leadership style, compensation, or job satisfaction, to employ larger and more diverse samples across multiple companies or industry sectors, and to consider longitudinal designs that can capture how motivation, workload, and productivity evolve over time. For practitioners, the findings suggest that sustained investment in employee motivation, combined with deliberate and proportionate workload planning, is a practical and effective pathway toward improving organizational productivity.

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