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The Effects Of Public Service Transformation And Workload On Employee Performance: The Intervening Role Of Motivation At The Pringsewu Regency Department Of Transportation

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Abstract

Employee performance represents a strategic element in ensuring the effectiveness of public service delivery, particularly within government institutions that directly respond to community needs. The Pringsewu Regency Transportation Department continues to encounter several challenges related to work output, service quality, the balance between workload and employee capacity, and employee motivation. This study aimed to examine the effects of public service and workload on employee performance and to investigate the role of motivation as an intervening variable at the Pringsewu Regency Transportation Department. A quantitative approach with an explanatory survey design was employed. The study involved 51 employees, with the entire population selected as respondents through a saturated sampling or census technique. Data were obtained through questionnaires, observation, documentation, and literature review. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS. The findings indicate that public service does not have a significant effect on either employee motivation or performance. In contrast, workload has a positive and significant effect on both motivation and employee performance. Motivation itself does not significantly affect employee performance. Furthermore, motivation does not function as an intervening variable in the relationship between public service and employee performance or between workload and employee performance. These findings suggest that appropriate workload management plays a more prominent role in strengthening employee motivation and performance. Therefore, the Pringsewu Regency Transportation Department should improve

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task allocation based on employee competencies and capacities, establish measurable work targets, and strengthen organizational support through competency development, achievement-based rewards, performance feedback, and adequate work facilities to enhance employee performance.

Keywords: Public Service, Workload, Motivation, Employee Performance.

INTRODUCTION

Public service is one of the main functions of government organizations, focusing on meeting public needs through the provision of goods, services, and administrative services in accordance with applicable regulations. Increasing public expectations for services that are faster, easier, more transparent, and more responsive have encouraged government institutions to adjust their service delivery systems (Saputra et al., 2020). Digitalization, bureaucratic simplification, improved accessibility, and information transparency have become important components of public service transformation that are expected to improve service effectiveness while supporting the performance of government employees (Giroth et al., 2022). In this context, the success of public service transformation is determined not only by changes in systems and procedures but also by employees' readiness and ability to implement such changes effectively.

The Pringsewu Regency Transportation Department is a local government institution responsible for delivering public services in the transportation sector. Its services include motor vehicle testing or KIR testing, school transportation services, public complaint channels, and various administrative services related to transportation affairs. In line with the modernization of government administration, public services within the Transportation Department have increasingly emphasized accessibility, transparency, and the use of electronic systems. Nevertheless, service delivery continues to face several challenges, particularly in terms of service speed and completion time. Internal data indicate that public assessments remain varied regarding service speed, timeliness, facilities, and employee responsiveness. These conditions suggest that the transformation of public services has not yet fully resulted in optimal service delivery.

These public service challenges are closely related to employee performance, which represents an important component in achieving organizational objectives (Kibret et al., 2022). Employee performance reflects the quality and quantity of work achieved in carrying out assigned

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duties and responsibilities. At the Pringsewu Regency Transportation Department, the evaluation of Employee Performance Targets (Sasaran Kerja Pegawai/SKP) during 2023–2025 showed an average achievement of 82.05%, which remained within the "good" category. Nevertheless, the quantity dimension recorded the lowest average achievement at 74.95%, compared with 84.86% for quality, 82.38% for timeliness, and 85.99% for cost. The relatively low achievement in the quantity dimension indicates that there is still room to improve employees' ability to meet work-output targets, including the completion of documents, reports, activities, and other administrative tasks.

In addition to employee performance, workload represents an important factor in human resource management (Thuda et al., 2019). Workload is associated with the amount, demands, and responsibilities of tasks that employees are required to complete within a specified period. At the KIR testing service unit of the Pringsewu Regency Transportation Department, the volume of work has shown considerable variation. In 2023, the realization of KIR testing reached 7,335 vehicles, representing 104.79% of the target, while in 2024 it increased to 9,772 vehicles or 128.77% of the target. However, in 2025, realization declined to 6,073 vehicles, equivalent to only 55.21% of the target. Overall, achievement during 2023–2025 reached 90.59%, which remained below the organizational standard of 95%. The situation is further complicated by the relatively limited number of employees assigned to KIR testing compared with the volume of vehicles served. In addition, disruptions to the service network may result in document accumulation and delays in service processing.

Workload conditions can also be reflected in the achievement of Local Own-Source Revenue (PAD) generated from KIR testing services (Zhong & Deng, 2023). The data show that the PAD target for KIR testing was not achieved during 2021–2025, with an average realization of only 87.87% compared with the organizational target standard of 95%. This gap between targets and realization indicates that service performance may be affected by various operational factors, including workload volume, limited personnel, and service-system disruptions. Therefore, proportional workload management is essential to ensure that job demands are aligned with employees' capacity, competence, available working time, and organizational resources.

Meanwhile, work motivation represents an internal factor that encourages employees to perform their duties responsibly and remain oriented toward organizational objectives (Turmudhi & Ristianawati, 2023). In this study, motivation is positioned as an intervening variable because changes in public service delivery and workload conditions do not necessarily improve

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employee performance directly. Public service transformation involving changes in procedures, technology, accessibility, and transparency requires employee readiness and motivation to ensure effective implementation. Similarly, a proportional workload may provide clearer targets and strengthen employees' sense of responsibility, whereas an excessive or unbalanced workload may reduce their enthusiasm and ability to complete assigned tasks. Thus, motivation may serve as a mechanism explaining how organizational conditions are translated into employee behavior and work outcomes (Faris et al., 2022).

Employee motivation at the Pringsewu Regency Transportation Department can also be observed through attendance discipline. In 2025, only 35.74% of employees arrived at work on time, while 31.57% arrived 5–15 minutes late and 32.69% arrived more than 15 minutes after the designated starting time. This level of lateness indicates a potential issue concerning employee discipline that may affect the effectiveness of work implementation and organizational operations. The issue is particularly relevant because punctuality represents an important requirement for an institution that provides direct services to the public.

Theoretically, the relationships among public service, workload, motivation, and employee performance can be explained through Goal Setting Theory, which emphasizes that clear, specific, and challenging goals can direct attention, increase effort, strengthen persistence, and encourage individuals to develop appropriate strategies to achieve expected outcomes. In a government organization, clear service targets and measurable task allocation can guide employees' behavior toward performance achievement (Slemp et al., 2018). However, goal attainment is also influenced by organizational conditions and employees' internal motivation. Therefore, public service management and workload allocation need to be appropriately balanced to create conditions that support motivation and employee performance (Defrizal et al., 2021).

Previous studies have indicated that service quality may be associated with employee performance, while workload may also influence motivation and performance. However, these relationships may vary depending on organizational characteristics, job types, and working environments (Kristanti & Eko Yudiatmaja, 2022). The present study is therefore important because it examines the relationship between public service and workload and employee performance while positioning motivation as an intervening variable within a local government institution, specifically the Pringsewu Regency Transportation Department. Rather than examining only the direct effects of the variables, this study also investigates the indirect

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mechanisms through which motivation may mediate these relationships. Accordingly, this study aims to analyze the effects of public service and workload on employee motivation and performance and to examine the role of motivation in mediating the effects of these two variables on employee performance at the Pringsewu Regency Transportation Department.

LITERATUR REVIEW

Employee Performance

Employee performance refers to the level of achievement demonstrated by an individual in carrying out the duties and responsibilities assigned by an organization. Performance is not merely determined by the final outcomes of work but also reflects an employee's ability to fulfill predetermined targets, standards, and job requirements. In government organizations, employee performance is particularly important because the achievement of individual employees is closely associated with the organization's ability to perform its functions and provide services to the community. Barusman & Cahyani, (2024) explains that employee performance can be assessed based on the quality and quantity of work achieved in carrying out assigned responsibilities. Therefore, performance can be understood as the level of an employee's success in producing work that corresponds to established targets and responsibilities.

Employee performance is essentially influenced by various factors originating from both individuals and their work environment. Knowledge, skills, experience, abilities, interests, motivation, and the capacity to cooperate with others may determine an individual's success in completing assigned tasks. (Syafriansyah et al., 2019) state that performance assessment can be conducted through several aspects, including work quantity, work quality, reliability, attendance, and teamwork. Based on this perspective, employee performance in this study is defined as the level of work achievement reflected in the amount of work completed, the quality of work outcomes, consistency in performing duties, attendance, and the ability of employees to work collaboratively in supporting organizational objectives (Rakatama & Chaerudin, 2021).

Public Service

Public service refers to a series of activities conducted by government organizations or institutions to fulfill the needs of citizens as service recipients (Tecco et al., 2020). Such services are not limited to the provision of goods or services but also involve interactions between service

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providers and citizens, the delivery of information, and the fulfillment of citizens' rights to receive appropriate services. Khatri et al., (2022) explains that public service consists of activities carried out by individuals or groups through the use of specific systems, procedures, methods, and resources to fulfill public interests in accordance with citizens' rights. Based on this definition, public service can be viewed as a service delivery process that should be implemented systematically and in accordance with applicable provisions so that community needs can be fulfilled effectively.

The quality of public service is determined by an organization's ability to provide services that correspond to the needs and expectations of the community. Effective service delivery requires competent employees, responsiveness to public needs, effective communication, and adequate supporting facilities and infrastructure. Wattang et al., (2019) identifies several dimensions for assessing service quality, namely reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding customers, and tangibles. Accordingly, public service in this study refers to the ability of the Pringsewu Regency Transportation Department to provide reliable, responsive, accurate, competent, accessible, communicative, and secure services that are aligned with the needs of the community.

Workload

Workload refers to the overall demands that employees are required to fulfill within a particular period. These demands may include the amount of work, task difficulty, responsibilities, deadlines, and capabilities required to achieve work targets. Explains that workload analysis is a process that can be used to determine workforce requirements based on the volume and characteristics of the work to be performed. Meanwhile, Siswanto et al., (2019) views workload as a condition involving a set of tasks and responsibilities that must be completed by an individual within a specified period, both in terms of quantity and quality. Thus, workload is not only associated with the amount of work but also encompasses task difficulty and the extent to which job demands correspond to employees' capabilities.

The alignment between workload and employee capacity is an important aspect in supporting effective work performance. A proportionate workload may enable employees to complete their duties effectively, whereas excessive or unbalanced workload may result in fatigue, work pressure, reduced concentration, and errors in task completionPrabawatii, (2019) explains that workload can be identified through working conditions, the utilization of working

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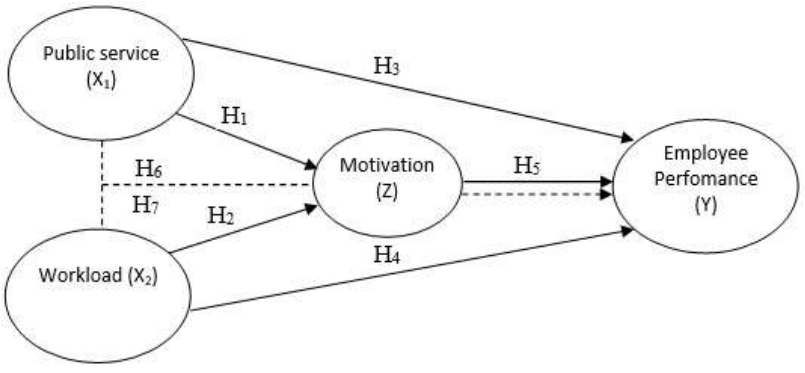
time, and the targets that must be achieved. Based on this perspective, workload in this study is defined as the level of job demands faced by employees, as reflected in working conditions, the use of working time in completing tasks, and the work targets that must be achieved in accordance with organizational responsibilities.

Motivation

Motivation is a force that encourages individuals to take action and directs their behavior toward achieving particular goals. In an organizational setting, motivation is an important factor that may influence employees' willingness, intensity of effort, and persistence in performing their duties. Hermawan et al., (2022) states that motivation is a stimulus that generates desire and activates an individual's willingness to work in pursuit of specific objectives. Through motivation, employees are encouraged to initiate their work, utilize their abilities, and maintain their efforts when facing various work demands.

Work motivation may arise from within employees or as a result of stimuli provided by the organization. Internal motivation may involve the desire for achievement, self-development, recognition, and responsibility, whereas external motivation may take the form of rewards, leadership support, career development opportunities, and supportive working conditions. In this study, motivation is based on McClelland's needs theory as applied in the thesis, which consists of the need for achievement, the need for affiliation, and the need for power. These three dimensions represent employees' drives to achieve better results, develop positive social relationships and gain acceptance within the workplace, and possess the ability to influence or direct others within the organization (Kotherja & Kotherja, 2016)

Framework



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Hypothesis

H1: Public service has a positive and significant effect on motivation at the Pringsewu Regency Transportation Agency.

H2: Workload has a positive and significant effect on motivation at the Pringsewu Regency Transportation Agency.

H3: Public service has a positive and significant effect on employee performance at the Pringsewu Regency Transportation Agency.

H4: Workload has a positive and significant effect on employee performance at the Pringsewu Regency Transportation Agency.

H5: Motivation has a positive and significant effect on employee performance at the Pringsewu Regency Transportation Agency.

H6: Motivation mediates the effect of public service on employee performance at the Pringsewu Regency Transportation Agency.

H7: Motivation mediates the effect of workload on employee performance at the Pringsewu Regency Transportation Agency.

RESEARCH METHODS

This study employed a quantitative research approach with an explanatory survey design to examine the causal relationships among public service, workload, motivation, and employee performance. The explanatory design was selected because the study aimed not only to describe the empirical conditions of the research setting but also to test the relationships and effects among the variables under investigation. The research was conducted at the Pringsewu Regency Transportation Department, with the data collection period taking place from May to July 2026. The research model positioned public service (X1) and workload (X2) as independent variables, employee performance (Y) as the dependent variable, and motivation (Z) as an intervening variable. The variables were operationalized using indicators derived from the theoretical framework adopted in the study. Public service was measured using indicators related to employee quality, facilities and infrastructure, responsibility toward service users, service speed and accuracy, communication, confidentiality, employee competence and knowledge, fulfillment of users' needs, and the ability to build users' trust. Workload was assessed through three dimensions: working conditions, utilization of working time, and work targets. Motivation was measured through the needs for achievement, affiliation, and power. Meanwhile, employee

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performance was evaluated based on quantity, quality, reliability, attendance, and the ability to cooperate. Each construct was represented by ten questionnaire items, resulting in a structured measurement instrument for examining the four research variables.

The population consisted of all employees of the Pringsewu Regency Transportation Department, totaling 51 individuals, excluding the researcher. Because the population was relatively small and all members could be reached, the study applied a saturated sampling technique, also referred to as census sampling, in which every member of the population was included as a respondent. The use of the entire population was considered appropriate because it allowed the research to obtain a comprehensive representation of the organizational conditions being studied while minimizing potential sampling selection errors. In addition, the adequacy of the sample for PLS-SEM was considered using the 10-times rule. The largest number of structural paths directed toward an endogenous construct was three, resulting in a minimum recommended sample of 30 respondents (10 × 3). Therefore, the 51 respondents involved in this study exceeded the minimum requirement for PLS-SEM analysis.

Data were collected through both secondary and primary sources. Secondary data were obtained through a literature review of books, scientific publications, and other relevant sources, while primary data were collected directly from the research setting through observation, documentation, and questionnaires. Observation was conducted at the Pringsewu Regency Transportation Department to obtain empirical information concerning the research object, whereas documentation was used to complement the information obtained from other data collection procedures. The questionnaire was distributed to all selected respondents and consisted of statements representing the indicators of public service, workload, motivation, and employee performance. Responses were measured using a five-point Likert scale ranging from 1, representing strong disagreement, to 5, representing strong agreement. This scale enabled respondents' perceptions to be converted into quantitative scores for subsequent statistical analysis. Prior to conducting the main analysis, the quality of the research instrument was assessed through validity and reliability testing. The initial validity assessment was performed using the corrected item-total correlation approach with SPSS. An item was considered valid when its calculated correlation exceeded the relevant critical value, whereas an item that failed to meet this criterion was considered invalid. Instrument reliability was assessed using Cronbach's Alpha to determine the internal consistency of the questionnaire items. These

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preliminary assessments were intended to ensure that the questionnaire was capable of measuring the intended constructs consistently before proceeding to the structural analysis.

The data analysis consisted of descriptive and inferential analyses. Descriptive analysis was used to summarize respondent characteristics and describe the empirical conditions of public service, workload, motivation, and employee performance using frequency distributions, percentages, mean scores, and indicator achievement scores. The inferential analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS. The analysis involved specifying the structural and measurement models, conducting data preprocessing, and estimating the reflective measurement model. Evaluation of the measurement model included internal consistency reliability using Cronbach's Alpha and Composite Reliability, convergent validity, and discriminant validity assessed through cross-loadings, the Fornell–Larcker criterion, and the Heterotrait–Monotrait (HTMT) ratio. The structural model was subsequently evaluated by examining potential collinearity, the significance and relevance of structural relationships, the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) (Hair et al., 2021). The predictive capability of the model was further assessed using PLS-Predict and Goodness of Fit. Hypothesis testing was conducted within the PLS-SEM framework to determine the direct relationships among public service, workload, motivation, and employee performance, as well as the indirect effects involving motivation as an intervening variable. This analytical procedure was designed to provide empirical evidence regarding both the direct and mediated relationships proposed in the research model.

RESULT AND DISCUSSION

Validity Test

Table 1. Validity Test Results for the Employee Performance Variable (Y)

Statement Item	r Count	r Table	Description
Y.1	0,694	0,276	Valid
Y.2	0,676	0,276	Valid
Y.3	0,644	0,276	Valid
Y.4	0,778	0,276	Valid
Y.5	0,597	0,276	Valid
Y.6	0,677	0,276	Valid

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Y.7	0,650	0,276	Valid
Y.8	0,750	0,276	Valid
Y.9	0,792	0,276	Valid
Y.10	0,779	0,276	Valid

Source: Processed primary data, 2026

All items measuring Employee Performance (Y) were found to be valid, as their calculated *r* values exceeded the critical *r*-table value of 0.276.

Table 2. Validity Test Results for the Public Service Variable (X1)

Statement Item	r Count	r Table	Description
X1.1	0,610	0,276	Valid
X1.2	0,750	0,276	Valid
X1.3	0,747	0,276	Valid
X1.4	0,801	0,276	Valid
X1.5	0,739	0,276	Valid
X1.6	0,742	0,276	Valid
X1.7	0,756	0,276	Valid
X1.8	0,784	0,276	Valid
X1.9	0,087	0,276	Invalid
X1.10	0,251	0,276	Invalid

Source: Processed primary data, 2026

The validity test showed that 8 of the 10 items measuring Public Service (X1) had calculated r-values exceeding the critical r-value of 0.276. In contrast, items X1.9 and X1.10 had lower r-values and were therefore considered invalid. Both items were removed from the instrument to maintain measurement quality. After their exclusion, all remaining Public Service indicators were confirmed to be valid and suitable for further analysis.

Table 3. Validity Test Results for the Workload Variable (X2)

Statement Item	r Count	r Table	Description
X2.1	0,812	0,276	Valid
X2.2	0,695	0,276	Valid
X2.3	0,815	0,276	Valid
X2.4	0,744	0,276	Valid

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X2.5	0,75	0,276	Valid
X2.6	0,598	0,276	Valid
X2.7	0,872	0,276	Valid
X2.8	0,83	0,276	Valid
X2.9	0,722	0,276	Valid
X2.10	0,761	0,276	Valid

Source: Processed primary data, 2026

The validity test results indicate that all items measuring Workload (X2) were valid, as their respective calculated *r* values exceeded the critical *r* value of 0.276.

Table 4. Validity Test Results Motivation Variable (Z)

Statement Item	r Count	r Table	Description
Z.1	0,892	0,276	Valid
Z.2	0,894	0,276	Valid
Z.3	0,85	0,276	Valid
Z.4	0,903	0,276	Valid
Z.5	0,851	0,276	Valid
Z.6	0,87	0,276	Valid
Z.7	0,835	0,276	Valid
Z.8	0,824	0,276	Valid
Z.9	0,81	0,276	Valid
Z.10	0,877	0,276	Valid

Source: Processed primary data, 2026

The validity test results showed that all items measuring Motivation (Z) had r-count values exceeding the r-table value of 0.276, indicating that all items were valid.

Reliability Test

Table 5. Results of the Research Instrument Reliability Test

Variable	Cronbach's Alpha	Description
Public Service (X1)	0,899	Reliable
Workload (X2)	0,917	Reliable
Motivation (Z)	0,961	Reliable

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Employee Performance (Y)	0,884	Reliable

Source: Processed primary data, 2026

The reliability test was conducted to assess the consistency of the research instrument in measuring each variable. An instrument is considered reliable when its Cronbach's Alpha value exceeds 0.60, indicating consistent measurement. As presented in Table 4.8, Public Service (X1), Workload (X2), Motivation (Z), and Employee Performance (Y) obtained Cronbach's Alpha values of 0.899, 0.917, 0.961, and 0.884, respectively. Since all values exceeded the 0.60 threshold, all research instruments were considered reliable, demonstrating satisfactory internal consistency and suitability for subsequent analysis.

Testing the Measurement Model

Table 5. Convergent Validity Test Results

Item	Worload (X2)	Employee Perfomance (Y)	Motivation (Z)	Public service (X1)
X1.1				0.689
X1.2				0.823
X1.3				0.786
X1.4				0.808
X1.5				0.729
X1.6				0.747
X1.7				0.793
X1.8				0.796
X2.1	0.825			
X2.10	0.777			
X2.2	0.643			
X2.3	0.833			
X2.4	0.707			
X2.5	0.767			
X2.6	0.594			
X2.7	0.869			

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X2.8	0.830			
X2.9	0.736			
Y.10		0.790		
Y.2		0.669		
Y.3		0.629		
Y.4		0.792		
Y.5		0.608		
Y.6		0.695		
Y.7		0.602		
Y.8		0.742		
Y.9		0.805		
Z.1			0.895	
Z.10			0.876	
Z.2			0.897	
Z.3			0.853	
Z.4			0.910	
Z.5			0.848	
Z.6			0.876	
Z.7			0.827	
Z.8			0.813	
Z.9			0.807	
Y.1		0.699		

Source: Processed primary data, 2026

Most variables have AVE values above 0.50, meeting the criterion proposed by Hair et al., (2021) Therefore, all constructs are considered to have satisfactory convergent validity.

Table 6. Discriminant Validity Test Results

	Worload (X2)	**Employee Perfomance (Y)**	**Motivation (Z)**	**Public service (X1)**
Workload (X2)	0.763			

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Employee Performance (Y)	0.860	0.707		
Motivation (Z)	0.759	0.757	0.861	
Public Service (X1)	0.859	0.799	0.718	0.693

Source: Processed primary data, 2026

Based on the Fornell-Larcker criterion, the square root of AVE for each construct is greater than its correlations with other constructs (Hair et al., 2021). Therefore, all constructs demonstrate adequate discriminant validity.

Table 7. Reliability Test Results

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
Workload (X2)	0.919	0.932	0.932	0.582
Employee Performance (Y)	0.887	0.895	0.908	0.500
Motivation (Z)	0.961	0.966	0.966	0.741
Public Service (X1)	0.829	0.911	0.877	0.480

Source: Processed primary data, 2026

Reliability testing showed that Public Service (X1) and Employee Performance (Y) were reliable, with Cronbach's Alpha values above 0.70. However, Workload (X2) and Motivation (Z) did not meet the 0.70 threshold. Several constructs also failed to meet the minimum Composite Reliability and AVE criteria of 0.70 and 0.50, respectively. Therefore, the measurement model requires further evaluation by removing indicators with low outer loadings to improve construct reliability and validity (Hair et al., 2021).

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Collinearity Test

Table 8. Collinearity Test Results

Item	VIF
X1.1	2.311
X1.2	3.156
X1.3	2.524
X1.4	2.543
X1.5	2.316
X1.6	2.978
X1.7	2.558
X1.8	3.244
X2.1	3.332
X2.10	3.248
X2.2	2.117
X2.3	3.736
X2.4	2.545
X2.5	3.702
X2.6	2.447
X2.7	4.691
X2.8	2.752
X2.9	2.949
Y.10	4.309
Y.2	1.998
Y.3	2.124
Y.4	3.140
Y.5	1.993
Y.6	1.832
Y.7	1.886
Y.8	2.705
Y.9	4.166
Z.1	4.452

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Z.10	4.872
Z.2	4.634
Z.3	3.756
Z.4	6.254
Z.5	3.311
Z.6	3.830
Z.7	3.712
Z.8	3.809
Z.9	3.239
Y.1	1.873

Source: Processed primary data, 2026

Based on the collinearity test, the VIF values ranged from 1.286 to 6.254. Most indicators had VIF values below the recommended threshold of 5.00, indicating no serious collinearity issues. Although indicator Z.4 exceeded the threshold with a VIF of 6.254, the overall model remained acceptable for further analysis.

Coefficient of Determination

Table 9. Coefficient of Determination Results

	R-square	R-square adjusted
Employee Performance (Y)	0.785	0.761

Source: Processed primary data, 2026

The R-square value for Motivation (Z) is 0.785, indicating that 78.5% of its variation is explained by Public Service (X1) and Workload (X2), while the remaining 21.5% is explained by other factors. Meanwhile, Employee Performance (Y) has an R-square value of 0.761, meaning that 76.1% of its variation is explained by Public Service, Workload, and Motivation, with the remainder influenced by other factors outside the model. Based on these values, the model has moderate explanatory power (Hair et al., 2021).

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Q-Square

Table 10. Q-Square Test Results

	Q^2predict	RMSE	MAE
Employee Performance (Y)	0.700	0.561	0.422
Motivation (Z)	0.473	0.850	0.434

Source: Processed primary data, 2026

The Q^2predict values for Employee Performance (Y) and Motivation (Z) are 0.700 and 0.473, respectively. Since both values are greater than zero, the model demonstrates good predictive relevance and is able to predict the endogenous variables effectively (Hair et al., 2021).

Path Coefficient

Table 11. Path Coefficient Test Results

Hypothesis	Relationships Between Variables	Original Sample (O)	T Statistics	P Values	Decision
H1	Public Service (X1) - Motivation (Z)	0,251	1,156	0,248	Rejected
H2	Workload (X2) - Motivation (Z)	0,544	2,788	0,005	Accepted
H3	Public Service (X1) - Employee Performance (Y)	0,163	0,886	0,375	Rejected
H4	Workload (X2) - Employee Performance (Y)	0,510	3,461	0,001	Accepted
H5	Motivation (Z) - Employee Performance (Y)	0,276	1,331	0,183	Rejected
H6	Public Service (X1) - Motivation (Z) - Employee Performance (Y)	-0,228	1,427	0,154	Rejected
H7	Workload (X2) - Motivation (Z) - Employee Performance (Y)	0,182	1,078	0,281	Rejected

Source: Processed primary data, 2026

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1. H1 – Public Service → Motivation: The results show a positive relationship between Public Service and Motivation, with an original sample of 0.251. However, the effect is not statistically significant (t = 1.156; p = 0.248 > 0.05). Therefore, Public Service does not significantly affect employee motivation, and H1 is rejected.
2. H2 – Workload → Motivation: Workload has a positive and significant effect on Motivation, as indicated by an original sample of 0.544, t-statistics of 2.788, and p-value of 0.005. This indicates that higher workload is associated with higher employee motivation. Therefore, H2 is accepted.
3. H3 – Public Service → Employee Performance: Public Service has a positive relationship with Employee Performance, with an original sample of 0.163. However, the effect is not significant (t = 0.886; p = 0.375 > 0.05). Thus, Public Service does not significantly influence employee performance, and H3 is rejected.
4. H4 – Workload → Employee Performance: Workload has a positive and significant effect on Employee Performance, with an original sample of 0.510, t-statistics of 3.461, and p-value of 0.001. This finding indicates that workload contributes significantly to employee performance. Therefore, H4 is accepted.
5. H5 – Motivation → Employee Performance: Motivation shows a positive relationship with Employee Performance, with an original sample of 0.276. Nevertheless, the effect is not statistically significant (t = 1.331; p = 0.183 > 0.05). Thus, Motivation does not significantly affect employee performance, and H5 is rejected.
6. H6 – Motivation as a Mediator of Public Service → Employee Performance: The indirect effect of Public Service on Employee Performance through Motivation is negative but not significant (β = −0.228; t = 1.427; p = 0.154). This indicates that Motivation is unable to mediate the relationship between Public Service and Employee Performance. Therefore, H6 is rejected.
7. H7 – Motivation as a Mediator of Workload → Employee Performance: The indirect effect of Workload on Employee Performance through Motivation is positive but not significant (β = 0.182; t = 1.078; p = 0.281). This finding indicates that Motivation does not significantly mediate the relationship between Workload and Employee Performance. Therefore, H7 is rejected.

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DISCUSSION

The Effect of Public Service on Employee Motivation

The hypothesis testing indicates that Public Service has a positive relationship with Employee Motivation, although the effect is not statistically significant (β = 0.251; *t* = 1.156; *p* = 0.248). Therefore, H1 is rejected. This finding suggests that improvements in service procedures, technology, transparency, and accessibility have not been sufficient to directly strengthen employee motivation. Employee motivation may depend more strongly on other organizational aspects, such as leadership, recognition, reward systems, career development, interpersonal relationships, and organizational support. Based on Goal Setting Theory, changes in public services are more likely to encourage motivation when employees understand the objectives, accept the changes, and are committed to achieving the expected outcomes. Therefore, the Pringsewu Regency Transportation Agency should support public service improvements with employee participation, effective communication, training, mentoring, and appropriate reward mechanisms.

The Effect of Workload on Employee Motivation

The results demonstrate that Workload has a positive and significant effect on Employee Motivation (β = 0.544; *t* = 2.788; *p* = 0.005), meaning that H2 is accepted. This result indicates that workload can encourage employee motivation when it is properly structured and distributed according to employees' abilities, responsibilities, and available working time. Clear assignments, priorities, targets, and deadlines provide employees with a better understanding of their responsibilities and encourage them to complete their work effectively. This finding is consistent with Goal Setting Theory and the Job Demands–Resources approach, which explain that work demands can become motivating challenges when supported by adequate organizational resources. Therefore, the organization should regularly evaluate workload distribution, establish achievable targets, clarify job responsibilities, and ensure that assigned tasks are consistent with employee competencies.

The Effect of Public Service on Employee Performance

The analysis shows that Public Service has a positive but statistically insignificant effect on Employee Performance (β = 0.163; *t* = 0.886; *p* = 0.375), resulting in the rejection of H3. This finding indicates that improvements in service procedures, technological systems, complaint

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channels, and service accessibility have not directly translated into higher employee performance. The success of public service implementation also depends on employee readiness, competence, training, infrastructure, and technological support. Operational challenges, such as limited personnel, an imbalance between staffing levels and service demands, and network disruptions in KIR testing services, may further limit the impact of service improvements on performance. In accordance with Goal Setting Theory, changes in public services need to be supported by clear objectives, measurable performance targets, feedback, and employee commitment.

The Effect of Workload on Employee Performance

The findings confirm that Workload has a positive and significant effect on Employee Performance (β = 0.510; *t* = 3.461; *p* = 0.001), so H4 is accepted. This result suggests that workload management can improve employee performance when tasks are clearly defined, measurable, proportional, and aligned with employees' capabilities. Appropriate task allocation enables employees to identify priorities, manage their working time efficiently, and complete assignments according to established standards. Goal Setting Theory explains that clear and measurable work objectives can direct employees' attention, effort, and persistence toward achieving desired results. In addition, the Job Demands–Resources approach emphasizes that workload can contribute positively to performance when accompanied by sufficient resources, including leadership support, training, facilities, and adequate staffing.

The Effect of Motivation on Employee Performance

The results indicate that Motivation has a positive but insignificant effect on Employee Performance (β = 0.276; *t* = 1.331; *p* = 0.183), leading to the rejection of H5. This finding implies that having a high level of motivation does not necessarily result in improved performance when employees are not supported by adequate competencies, facilities, leadership, workload arrangements, and effective work systems. Although the descriptive findings suggest that respondents generally have favorable levels of motivation and performance, limited differences in their responses may have reduced the ability of motivation to explain variations in performance. According to Goal Setting Theory, motivation can contribute more effectively to performance when employees have clear objectives, receive appropriate feedback, demonstrate commitment, and obtain sufficient organizational support. Therefore, the organization should

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strengthen motivation through competency development, fair reward systems, career opportunities, adequate facilities, and improvements in work processes.

The Effect of Public Service on Employee Performance through Motivation as a Mediating Variable

The mediation analysis reveals that Motivation does not significantly mediate the relationship between Public Service and Employee Performance (β = −0.228; t = 1.427; p = 0.154), resulting in the rejection of H6. Although the indirect effect has a negative coefficient, the statistical evidence does not demonstrate a significant mediation relationship. This result is consistent with the direct-effect findings, which show that Public Service does not significantly influence Motivation, while Motivation also fails to significantly influence Employee Performance. Based on Goal Setting Theory, organizational changes can improve performance through motivation when employees understand and accept the objectives, participate in the change process, receive feedback, and develop commitment to the expected outcomes. Consequently, public service improvements should be accompanied by effective communication, employee involvement, training, mentoring, feedback, and recognition to strengthen motivation and support better employee performance.

The Effect of Workload on Employee Performance through Motivation as a Mediating Variable

The results show that Motivation does not significantly mediate the effect of Workload on Employee Performance (β = 0.182; t = 1.078; p = 0.281), leading to the rejection of H7. Although the indirect relationship is positive, its effect is not statistically significant. The findings indicate that Workload has significant effects on both Motivation and Employee Performance, whereas Motivation itself does not significantly affect Performance. Therefore, the influence of Workload on Employee Performance appears to occur more directly through factors such as clear responsibilities, appropriate task allocation, efficient use of working time, and measurable targets. Consistent with Goal Setting Theory, properly structured workloads can guide employee efforts toward achieving organizational objectives without necessarily requiring motivation to function as an intermediary. Hence, the organization should maintain balanced workload distribution while strengthening the connection between motivation and performance through achievement-based rewards, competency development, performance feedback, leadership support, and adequate work facilities.

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CONCLUSION

1. Public Service → Employee Motivation: Public Service does not significantly affect employee motivation. The positive relationship is insufficient to produce a statistically significant effect.
2. Workload → Employee Motivation: Workload has a positive and significant effect on employee motivation. Appropriate workload management can increase employees' motivation and work enthusiasm.
3. Public Service → Employee Performance: Public Service does not significantly affect employee performance. Improvements in service systems and procedures alone are insufficient to directly improve performance.
4. Workload → Employee Performance: Workload has a positive and significant effect on employee performance. Clear and proportional task allocation supports more effective and productive performance.
5. Motivation → Employee Performance: Motivation does not significantly affect employee performance. Motivation alone is insufficient to improve performance without adequate organizational support.
6. Motivation as a Mediator of Public Service → Employee Performance: Motivation does not mediate the relationship between public service and employee performance. The changes in public service have not been effectively translated into improved performance through motivation.
7. Motivation as a Mediator of Workload → Employee Performance: Motivation does not mediate the relationship between workload and employee performance. The effect of workload on performance is more directly related to task clarity, targets, time management, and responsibility allocation.

IMPLICATION

1. **Implications for Public Service**

   The findings indicate that compliance with service procedures and timeliness still need improvement, although employee friendliness was rated positively. The Pringsewu Regency Transportation Agency should clarify service time standards, strengthen monitoring, anticipate system disruptions, and provide employee training. Since Public Service did not significantly affect Motivation or Employee Performance, service

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improvements should be supported by communication, employee involvement, and continuous evaluation.

2. **Implications for Workload**
   Employees' understanding of work procedures still needs improvement, although their ability to utilize working time was rated positively. The Pringsewu Regency Transportation Agency should clarify task allocation, procedures, targets, and deadlines and conduct regular SOP socialization. Since Workload had a positive and significant effect on Motivation and Employee Performance, it should be managed proportionally based on the number of employees, competencies, workload volume, and available time.
3. **Implications for Motivation**
   Employees' motivation to improve individual achievement was relatively good, but their ability to positively influence coworkers needs to be strengthened. This can be supported through coaching, mentoring, briefings, knowledge sharing, and team responsibilities. Since Motivation did not significantly affect Employee Performance or mediate the relationships between Public Service and Workload with Performance, motivational improvement should be supported by competencies, leadership, facilities, and reward systems.
4. **Implications for Employee Performance**
   Employees' achievement of work targets was rated positively, but attendance discipline and punctuality still require attention. The Pringsewu Regency Transportation Agency should strengthen attendance monitoring, provide guidance, and recognize employees for discipline and performance achievement. Work targets should also be established specifically and measurably, with clear responsibilities, deadlines, and feedback.
5. **Implications for the Management of the Pringsewu Regency Transportation Agency**
   Workload is an important factor influencing Motivation and Employee Performance, while Public Service and Motivation did not significantly affect Performance. Therefore, management should prioritize clear tasks, procedures, targets, deadlines, and responsibilities. Consistent with *Goal Setting Theory*, human resource management should be supported by workload analysis, SOP improvement, competency development, technological support, reward systems, and continuous performance evaluation.

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