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The Role of Work Motivation in Mediating the Effect of Workload and Work Culture on Employee Performance at the UPTD of the Kerthi Bali Sadhajiwa Health Laboratory Center, Bali Province Health Office

Ida Ayu Sri Indriani*[1], Nengah Landra[2], Putu Kepramareni[3]
[1,2,3] Program Studi Ekonomi dan Bisnis, Universitas Mahasarswati
E-mail: [1]indriani1301@gmail.com*, [2]nengahlandra@unmas.ac.id, [3]pkepramareni@unmas.ac.id
Correspondence Authors: indriani1301@gmail.com
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ABSTRACT

This study explores the role of work motivation as a mediating factor between workload and work culture on employee performance at the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center. With a population of 113 employees, a quantitative approach was employed using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) method for data analysis. The findings indicate that both workload and work culture significantly influence work motivation and employee performance. Specifically, while workload directly impacts employee performance, it does not significantly mediate through work motivation. In contrast, work culture positively influences both work motivation and employee performance, demonstrating partial mediation. The results emphasize the importance of a supportive work environment and effective workload management to enhance employee performance. Recommendations for management include fostering a positive work culture and developing motivational strategies to sustain employee engagement and productivity.

Keywords: Work Motivation, Workload Influence, Work Culture, Employee Performance

INTRODUCTION

Health is a key determinant of human well-being and quality of human resources. Therefore, comprehensive and sustainable health development is needed to increase the awareness, willingness, and ability of all residents to live healthily, thereby achieving the highest possible level of public health. Improving public health requires efforts to directly address the most basic health needs of the community, enabling them to achieve a better quality of life through promotive, preventive, curative, and rehabilitative efforts.

The Technical Implementation Unit (UPTD) of the Kerthi Bali Sadhajiwa Health Laboratory Center, a leading example of healthcare service delivery, is currently facing intense competition. As customers, the public is in a stronger position because of the increasing number of private laboratories that offer services. At the same time, the public is becoming increasingly critical of service delivery. In such conditions, to continue serving customers, health laboratories must have qualified human resources (HR) to provide excellent service to the public.

Human resources play a crucial role in determining the continuity and progress of an organization. Even if all other resources are available, the organization will certainly not function effectively if human resources are not available. Therefore, human resources must be well-managed to ensure high motivation and performance. Employee performance is an indicator of a company or government agency's success in achieving its objectives. Achievement is influenced by both external and internal factors.

The performance of each employee can be measured by examining the quantity and quality of the work they have done. Performance is a very important aspect of an organization's efforts to achieve its goals (Shaleh & Firman, 2018). The phenomenon that occurred at the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center was that there was a decline in Employee Performance seen from the small physical and financial realization in the 2024 budget year, where there was the potential for a high deviation from the 100% target, only 64.47%

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was achieved, and the realization of revenue was only 89.28% of the 100% target. In addition, the decline in public satisfaction with services at the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center was seen from the trend of the Public Satisfaction Survey, namely 85.97% in the first quarter and 82.29% in the third quarter, a decrease of 3.68%. This could prove that performance is an important factor that needs to be focused upon by the company.

The success of an organization in achieving its goals is inseparable from the workload of the concerned employees. A high workload can improve employee performance, but an excessive workload can cause a decrease in employee performance. In reality, not all employees at the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa, Bali Province, have the skills or expertise according to the needs of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa; for example, a treasurer does not meet the educational qualifications of a treasurer, namely a Bachelor of Economics or diploma, while the job requires employees to be able to work with information systems and operate computers. Another phenomenon is the unclear regulation regarding employee needs that are in accordance with the standards of both skills and numbers needed at the UPTD Health Laboratory Center wich was established as a Public Service Agency (BLUD) according to Bali Governor Regulation Number 116/04-E/HK/2023. There has been a change in service hours that regulate employee working hours into 2 (two) shifts, thus causing changes in employee workload.

Another factor that determines employee performance is the work culture of the organization in which the individual works (Sembiring & Winarto, 2020). Employees at the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center must leave the old work culture and change it into a work culture with AHMETICS according to the ASN core values. Service is oriented towards service, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The results of the Work Culture survey of employees of the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center, Bali Province in 2024 were service-oriented at 85.38%, accountable at 79.38%, competent at 85.38%, harmonious at 80.13%, loyal at 84.63, adaptive at 78.63%, and collaborative at 85.00. This illustrates that work culture still needs to be improved so that it can reach the maximum percentage.

Motivation is also a factor that determines employee performance. A phenomenon that occurred at the UPTD Health Laboratory Center is that financial motivation in the form of incentives in the form of service fees has been no longer valid since 2023 at the UPTD Health Laboratory Center. Following the COVID-19 pandemic, the Bali Provincial Government experienced a budget deficit that affected regional policies in terms of incentives. Table 1.4 shows the service fees distributed to employees of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa from 2020 to 2022, where the amount was distributed proportionally based on performance achieved. Meanwhile, from 2023 until now, service fees have not been distributed because of changes in regional policies. The amount of service fees distributed to employees is 40% (forty percent) of the realized service revenue in accordance with the provisions in force at that time.

Referring to several phenomena and supported by previous studies, the performance of employees of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa cannot be separated from the factors of workload, work culture, and work motivation, where work motivation can be a mediating variable in the influence of workload and work culture on employee performance. Because there is still a research gap, the researcher wants to follow up by conducting a study entitled The Role of Work Motivation Mediating the Effect of Workload and Work Culture on Employee Performance at the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa.

THEORETICAL BASIS

This study used a conceptual approach that refers to four variables: workload, work culture, work motivation, and employee performance. Performance is the result or level of success of a person in carrying out tasks during a certain period based on agreed standards, targets, or criteria. Employee performance is influenced by factors such as skills, experience, sincerity, and time (Nawawi, 2003; Tika, 2006). Performance also reflects success in carrying out tasks and work behavior according to the assigned responsibilities (Sutrisno, 2010). The success of an organization is largely determined by the performance of its employees. On the other hand, employee performance is greatly influenced by tourist motivation.

Motivation is an internal drive that directs the intensity, direction, and duration of an individual's behavior toward achieving a specific goal (Robbins, 2009). Motivation arises from needs, desires, and expectations and is a crucial factor in increasing enthusiasm (Mathis & Jackson, 2006; Hasibuan, 2017). High motivation encourages employees to work harder and more enthusiastically, which ultimately has a positive effect on performance.

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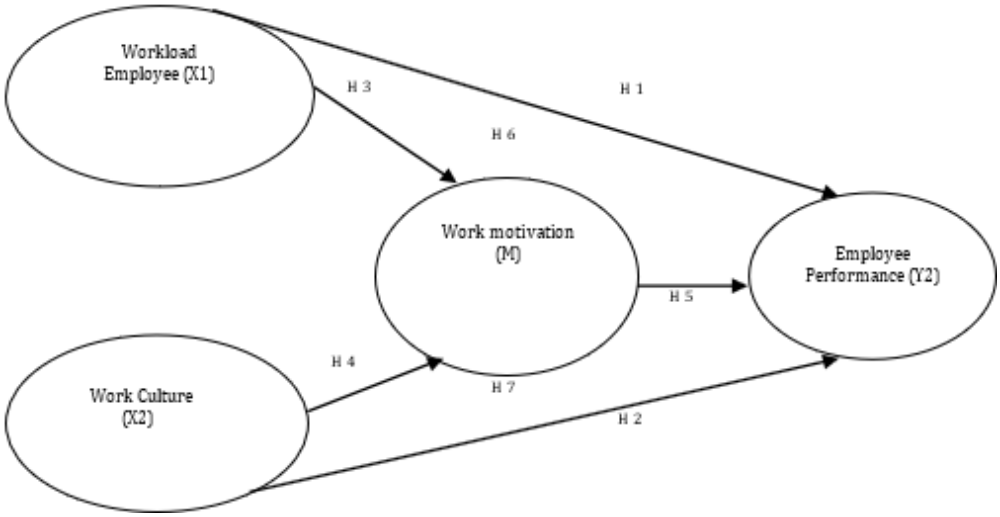
Figure 1.
Research Hypothesis



In an organization, work culture functions as a system of values and norms that influences employee attitudes and behaviors to align with organizational goals. A good work culture encourages positive changes in work performance and requires integration between organizational components that support the education and development processes (Nawawi, 2015; Sofyandi, 2008).

Workload is the difference between the demands of a job and an individual's ability to complete it, both physically and mentally (Meshkati in Astianto & Suprihhadi, 2014). A workload that is too high can cause stress, whereas a workload that is too low can lead to burnout. Therefore, it is important to achieve an optimal workload. Moekijat (2010) explains that workload can be seen from the volume of work completed within a certain period of time, both objectively through the number of activities and subjectively through perceptions of work pressure and job satisfaction.

RESEARCH METHODS

This study was conducted at the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa, Bali Province, located at Jalan Angsoka No. 12, Denpasar. This research took the scope of all employees working in the UPTD environment, with a focus on analyzing the role of work motivation as a mediating variable in the relationship between workload and work culture on employee performance. The population in this study comprised all employees working at the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa, totaling 113 people. The research design used was a causal design, which aims to analyze the direct and indirect effects between exogenous variables, namely workload and work culture; the mediating variable is work motivation, and the endogenous variable is employee performance. The model of the relationship between variables in this study refers to mediation theory, inwhich work motivation acts as an intervening variable between the influence of workload and work culture on performance.

The definition of operational variables was used to provide clear and specific boundaries for each research variable. Employee performance (Y2) is defined as the work results and process of implementing employee tasks that affect the effectiveness and efficiency of carrying out responsibilities at the UPTD Health Laboratory Center. The performance indicators used in this study refer to five main indicators: work discipline, responsibility, initiative at work, ability to cooperate, and concern for work safety. Workload (X1) in this study was measured through three main indicators: task demands (task demands), effort or energy expended (effort), and work performance achieved. Work culture (X2) is measured through indicators of the initial recognition of tasks, adaptation to changes in the work environment and technology, contribution to organizational competitiveness, and compliance with regulations and work standards. Meanwhile, work motivation (Y1) was measured through four indicators: desire to live, desire for position, desire for power, and desire for recognition.

The type of data used in this study is quantitative data, namely, data in the form of numbers obtained from the answers to questionnaires distributed to respondents. Data collection was carried out using several techniques, including observation, interviews, documentation, literature studies, and questionnaires. Literature review was used to examine relevant theories and previous research results. The main data-collection technique was a closed questionnaire administered to all respondents. This questionnaire used a 5-point Likert scale, with the following answer options: strongly disagree (1), disagree (2), somewhat agree (3), agree (4), and strongly

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agree (5). The questionnaire instrument was designed based on the indicators of each variable and had gone through a trial phase before being widely distributed.

Data analysis in this study was conducted in two stages: descriptive and inferential. Descriptive analysis was used to describe the characteristics of the respondents and their perceptions of each research variable based on the average score, standard deviation, frequency, and percentage. The purpose of the descriptive analysis was to provide an initial overview of the data distribution and general trends in the respondents' answers. Meanwhile, inferential analysis was used to examine the relationships and influences between variables. The analysis technique used in this study was Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach using SmartPLS software.

RESULTS AND DISCUSSION

RESEARCH RESULT

1. Respondent Characteristics

This study was conducted with all employees of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa as research respondents. Respondent characteristics are described according to gender, age and final education. The results of the descriptive analysis of the respondents' characteristics are presented in table. Gender and female employees comprised 58.4% or as many as 66 people, while male employees comprised 41.6% or as many as 47 people. This proportion indicates that the majority of employees of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa are female, which is also in accordance with the conditions in the field and shows that employees of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa are dominated by female employees.

The characteristics of respondents based on age show that respondents aged 26-35 years were the most numerous, with a distribution of 48.7% (55 people). Respondents aged > 45 years accounted for as much as 24.8% (28 people), those aged ≤ 25 years accounted for as much as 8.8% (10 people), and those aged 26-35 years as much as 17.7% (20 people). This indicates that employees of the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center are dominated by employees aged 26-35 years. These employees are ASN employees classified as adult employees.

Based on the last education, the information presented in table 5.1 shows that the employees of the UPTD Health Laboratory Center with the last education of Academy (D1/D2/D3) and Bachelor's degree dominated by 44.2% each or as many as 50 people each. This was followed by the last education of high school/equivalent by 8% (9 people) and the least with the last education of bachelor (S2) by 3.5% or as many as four people. This information indicates that employees of the UPTD Health Laboratory Center Kerthi Bali Sadhajiwa are dominated by employees with the last education of the academy (D1/D2/D3) and bachelor's degree.

Table 1. Demographic Characteristics of the Respondents

No.	Characteristics	Amount	Percentage (%)
1.	Gender:		
	Man	47	41.6
	Woman	66	58.4
	Total	**113**	**100**
2.	Age:		
	≤ 25 years	10	8.8
	26-35 years old	55	48.7
	36-45 years	20	17.7
	> 45 years	28	24.8
	Total	**113**	**100**
3.	Final Education		
	High school/equivalent	9	8.1
	Academy (D1/D2/D3)	50	44.2
	Bachelor degree)	50	44.2
	Bachelor's Degree (S2)	4	3.5
	Total	**113**	**100**

Source: Research Results, (2025)

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2. *Inferential Analysis Results*

ProcessingInferential data in this study used the PLS method with the help of Smart Partial Least Square (Smart PLS) 4.0 software. The purpose of using This method was used to evaluate the structural equation model. This model has two basic evaluations: 1) evaluation of the outer measurement model to determine the validity and reliability of indicators that measure latent variables, 2) evaluation of the structural model (inner model) to determine the accuracy of the model, and 3) hypothesis testing.

a. Evaluation of Measurement Model (Outer Model)

The evaluation of the measurement model aimed to test the validity and reliability of the indicators for each latent variable. In this study, there were four latent variables: workload (X1), work culture (X2), work motivation (Y1), and employee performance (Y2). This is a measurement model with reflective indicators used to evaluate the measurement model by examining the results of convergent validity, discriminant validity, and composite reliability. The results of the Outer Model analysis of stoic tourists in Bali are as follows.

*Convergent validity*The: The objective is to measure the validity of indicators as construct constructs, as seen in the outer loading (Smart PLS output). Indicators were considered valid if they had outer loading values greater than 0.7. This outer loading value was used to determine the contribution of each indicator to its latent variable. An indicator with the highest outer loading value indicates that it is the strongest measure, or in other words, the most important within its respective latent variable.

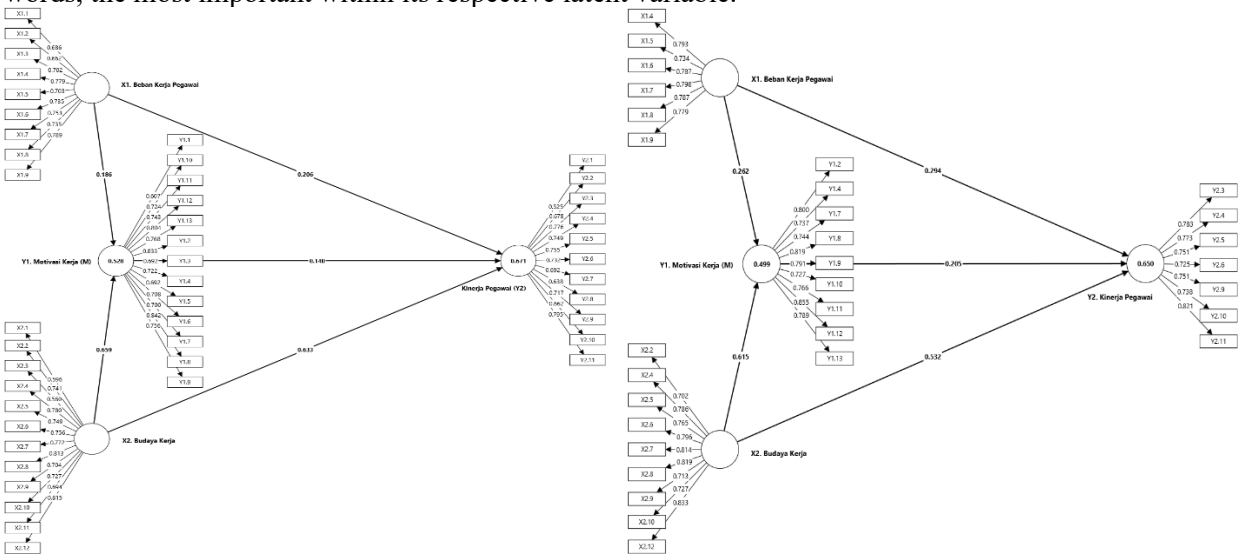

Figure 2.
Initial Outer Loading (left) and Final Outer Loading (right)
Source: Data processing results, 2025

The results of this study produce two outputs: the initial outer loading output, which shows which indicators need to be removed. Meanwhile, the second output was the indicators that remained above 0.7. Referring to the Figure above, to facilitate identifying the dimensions/variables consisting of each factor or indicator, the table lists which indicators are valid and which indicators are strongest to reflect each variable that has been determined and analyzed. The results for each indicator's values are presented in Table 5.18. Outer loading is an indicator used in the partial least squares structural equation Modeling (PLS- SEM) model to show the strength of each indicator's contribution to the latent variable it measures. The ideal outer loading value was ≥ 0.70.

Table 2.
Average Variance Extracted (√AVE) Results

Variables	AVE	√AVE (Fornell-Larcker criterion)			
		X1	X2	Y1	Y2
X1. Employee Workload	0.609	0.780			
X2. Work Culture	0.599	0.162	0.774		
Y1. Work Motivation (M)	0.612	0.361	0.658	0.782	
Y2. Employee Performance	0.583	0.455	0.715	0.661	0.764

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Source: 2025 data processing results

Discriminant validity is an important aspect of Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. This concept refers to the degree to which a construct differs from other related constructs when viewed separately. The results of the analysis*Average Variance Extracted (AVE)*or the square root of the AVE value, namely *Fornell-Larcker criterion* used for convergent validity testing. The Fornell-Larcker criterion is one of the most commonly used methods to establish discriminant validity. This method involves calculating the correlation coefficient between constructs and comparing it to the square root of the AVE (*Average Variance Extracted*) of each construct. If the correlation value between two constructs is lower than the square root of the AVE of each construct, then discriminant validity is considered fulfilled. In this study, the required AVE value is > 0.5.

Then, the value of c*Composite Reliability (CR)* reliability value is used to evaluate the reliability value between the indicator blocks of the constructs that form it. CR is a measure of the internal resolution (internal consistency) of a construct in partial least squares structural equation Modeling (PLS-SEM) analysis. CR has more stable properties and is robust to the assumption of the normality of data. CR values range between 0 and 1, with higher values indicating a higher level of accuracy or reliability. Generally, CR values above 0.7 are considered sufficient to indicate good quality of the construct being measured. Therefore, in this study, the results of the composite reliability assessment of the four latent variables tested were found to be above 0.70, indicating that the indicator block was reliable in measuring the variables.

Table 3.
Composite Reliability Results

Variables	*Composite Reliability*
X1. Employee Workload	0.906
X2. Work Culture	0.920
Y1. Work Motivation (M)	0.925
Y2. Employee Performance	0.882

Source: Data processing results, 2025

Based on the results of the convergent and discriminant validity evaluations of each indicator and the composite reliability for the indicator blocks obtained, it can be concluded that the indicators for each latent variable are valid and reliable measures. Therefore, further analysis of the inner model was conducted to determine its suitability for this study.

b. Structural Model Evaluation (Inner Model)

The structural model evaluation was conducted by considering the Q2 predictive relevance model to measure the extent to which the observation values were generated in the model. Q2 is based on the coefficient of determination of all the dependent variables. The magnitude of Q2 is in the range 0 < Q2 < 1. The closer the value is to 1, the better the model. The structural model in this study had three endogenous (dependent) variables: work motivation (Y1) and employee performance (Y2). These three variables determine the three coefficients of determination (R2), which are used as the basis for calculating the Q2 predictive relevance model (Table 5.20).

Table 4.
Structural Model Evaluation Results (Inner Model)

Structural Model	Variables Endogenous	*R-square*
1	Y1. Work Motivation (M)	0.499
2	Y2. Employee Performance	0.650
Calculation: Q2 = (1-[(1-R12) (1-R22)] Q2 = (1-[(1-0.499) (1-0.650)] Q2 = (1-(0.501)(0.350) = 0.825		

Source: data processing results, 2025

As shown in Table 5.20, the Q2 value is 0.825. This can be rounded to 0.82, indicating high goodness of fit for the structural model. This result indicates that 82% of the information contained in the data can be explained by the model, whereas the remaining 18% is explained by errors or other variables not included in the model.

c. Direct Effect Hypothesis Test

The recapitulation of the results of the path coefficient validation test for each path for the direct influence

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presented in Table 5 provides information for hypothesis testing. DeterminationThe t-table value uses a significance level of 5% (0.05) and t-statistic value of 1.96 (t-table). In this calculation, the significance value did not exceed 0.05. A more detailed presentation of the hypothesis testing is presented in the following review.

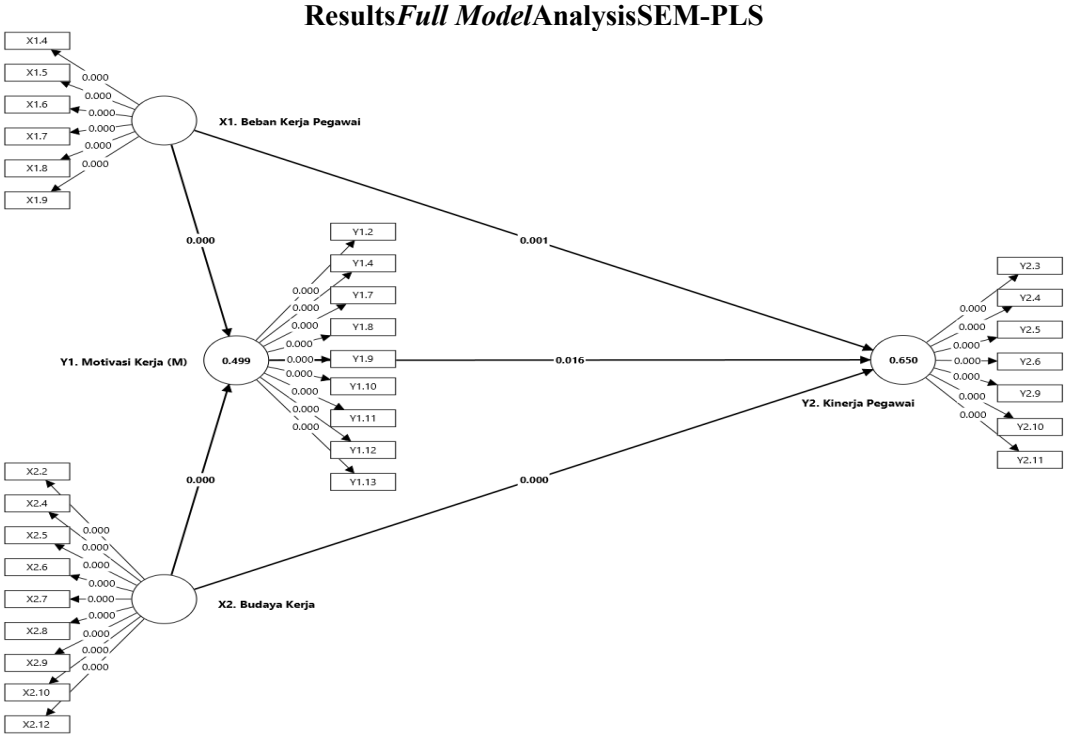
Table 5.
Results of Direct Effect Hypothesis Testing

Hypothesis Relationship	*Original sample (O)*	*T statistics (|O/STDEV|)*	*P values*	Note
Direct Relationship				
X1. -> Y1. (M)	0.262	3,829	0.000	Sig
X1. -> Y2.	0.294	3,471	0.001	Sig
X2. -> Y1. (M)	0.615	9,666	0.000	Sig
X2. -> Y2.	0.532	5,530	0.000	Sig
Y1. (M) -> Y2.	0.205	2,403	0.016	Sig
Indirect Relationship				
X1. -> Y1. (M) -> Y2.	0.054	1,935	0.053	No sign
X2. -> Y1. (M) -> Y2.	0.126	2,240	0.025	Sig
Description: Significance (Sig) = t-statistic > 1.96 at α = 5%				

Source: Data processing results, 2025

The hypothesis results describe the relationship between variables in the model, including workload, work culture, work motivation, and employee performance. The hypothesis results are: as follows First, the relationship between the workload (X1) and Work Motivation (Y1) variables has a p-value smaller than the 0.05 significance level, so it can be concluded that workload has a significant effect on work motivation. Thus, an appropriate increase in workload can encourage an increase in employees' work motivation. Second, the relationship between workload (X1) and Employee Performance (Y2) has a p-value of 0.001. As the p-value was<0.05, this relationship was significant. Third, the relationship between the Work Culture (X2) and Work Motivation (Y1) variables showed a significant influence. Fourth, the relationship between the Work Culture (X2) and Employee Performance (Y2) variables had a significant influence. Fifth, the relationship between the Work Motivation (Y1) and Employee Performance (Y2) variables has a statistically significant influence. This indicates that work motivation plays an important role in encouraging increased employee performance, as motivated individuals tend to work more optimally and are responsible for their work results.

Figure 3.
Results*Full Model*AnalysisSEM-PLS



Source: Data processing results, 2025

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d. Indirect Influence

The indirect effect test in Partial Least Squares Structural Equation Modeling (PLS-SEM) was conducted to examine whether there is an indirect effect between the two variables through a mediator variable related to the research on the financial happiness of tourism workers in Bali. This test is important because it allows us to understand the mechanisms or processes behind the relationships between the variables included in the financial happiness model.

Based on the results of the indirect effect test, two mediation pathways were tested. First, work motivation did not significantly mediate the effect of workload on employee performance. Thus, although workload has a direct effect on performance, the effect is not statistically significant when mediated by work motivation. Second, work motivation significantly mediates the effect of work culture on employee performance. This means that a good work culture will increase work motivation, which has a positive impact on improving employee performance.

Table 6.
Recapitulation of Mediating Variable Test Results

Variable Relationship	t-Statistic	*p-value*	Mediation Hub
X1 Workload-> Y1 Work motivation -> Y2 Employee performance			
Direct Effect X1. -> Y2.	3,471 (Sig)	0.001 (Sig)	*Work motivation*as *Non-Mediation*
Indirect Effect X1. -> Y1. (M) -> Y2.	1,935 (Non sig)	0.053 (Non sig)	
X2 Work culture -> Y1 Work motivation -> Y2 Employee performance			
Direct Effect X1 > Y2	5,530 (Sig)	0.000 (Sig)	*Work Motivation as Partial Mediation*
Indirect Effect X2. -> Y1. (M) -> Y2.	2,240 (Sig)	0.025 (Sig)	
Description: Significance (Sig) = t-statistic > 1.96 at α = 5%			

Source: Data processing results, 2025

The above data show that work motivation is not a mediating variable, as it has no significant effect on the relationship between workload and employee performance. Therefore, work motivation can be considered a non-mediating variable. Furthermore, the results indicate that work motivation partially mediates the relationship between work culture and employee performance, indicating that the influence of work culture on employee performance is partially explained by the mediator, work motivation. Therefore, work motivation can be considered a partially mediating variable.

DISCUSSION

The results of this study indicate that workload significantly influences the work motivation of employees at the Kerthi Bali Sadhajiwa Health Laboratory Center. A challenging workload that is within the employee's capacity can motivate them to work more enthusiastically, as explained in the Job Demand-Resources theory(Bakker and Demerouti 2007), whichcan increase a sense of responsibility and achievement, while too light a workload can actually decrease motivation. This aligns with previous research showing that workload has a positive effect on motivation, especially among employees with high achievement motivation.

Furthermore, workload has a direct and significant effect on employee performance. Structured and appropriate workloads increase motivation and enhance work effectiveness. Conversely, disproportionate workloads can cause stress and decrease productivity. Therefore, fair and appropriate workload management is a strategic step toward sustainably improving performance. Furthermore, work culture has been shown to have a strong influence on motivation. A positive work culture creates a supportive work environment, in which employees feel awed, engaged, and driven to perform optimally. This aligns with Hofstede's theory and other studies showing that work culture significantly influences motivation. A work culture that supports the values of collaboration, appreciation, and open communication strengthens employee morale. Therefore, organizations must build and strengthen work culture values as a foundation for internal employee motivation.

Work culture also had a positive and significant impact on employee performance. A healthy and collaborative work culture encourages productivity and achievement of organizational goals. A transparent, honest, and rewarding environment can improve employee performance and commitment. The practical implication of this finding is the importance of building a strong organizational culture and supporting strategic management to drive sustainable performance. Work motivation has been shown to have a significant impact on employee performance. Although its influence is not as strong as that of the other variables, motivation

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remains a crucial factor influencing performance. High motivation encourages employees to work more responsibly, show initiative, and achieve optimal work targets. Maslow's theory and several previous studies have also emphasized the importance of motivation as a key element in achieving performance.

The indirect effect of workload on performance through work motivation was insignificant. This indicates the need for a comprehensive managerial approach to workload management that focuses not only on tasks but also on employee balance and well-being. Therefore, in this case, motivation was considered a non-mediation pathway. Furthermore, work culture had a significant indirect effect on performance through work motivation. This pathway is categorized as partial mediation. A positive work culture creates an organizational climate that motivates employees to work more productively and loyally. Strategies such as organizational culture training, employee involvement in decision-making, and fair rewards can be managerial approaches to indirectly improving performance through motivation.

CONCLUSION

The study concluded that workload and work culture significantly influenced the motivation and performance of employees at the UPTD Kerthi Bali Sadhajiwa Health Laboratory Center. A proportional workload was able to directly increase employee motivation and performance, although it was not proven to be indirectly significant through motivation. Meanwhile, work culture showed a stronger influence, both directly on motivation and performance and indirectly through work motivation as a partial mediator. This indicates that a supportive, collaborative work environment that values individual contributions is important in encouraging employee enthusiasm and performance.

Work motivation has been shown to have a significant influence on performance, although it is not a dominant factor. Motivation is a crucial element in strengthening the relationship between work culture and employee performance. Therefore, the Regional Technical Implementation Unit (UPTD) must pay special attention to managing fair and realistic workloads, strengthening a positive work culture, and developing employee motivation through incentive systems, recognition, and self-development opportunities. A holistic approach to managing these three aspects will contribute to overall and sustainable improvement in employee performance.

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