

The Influence of Workload, Organizational Culture and Extrinsic Motivation on Employee Performance

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Abstract

This study aims to analyze the effect of workload, organizational culture, and extrinsic motivation on employee performance at PT Decalling Media Internusa. This research employed a quantitative method using a saturated sampling technique involving 52 employees. The data were analyzed using multiple linear regression and t-tests. The results indicate that workload, organizational culture, and extrinsic motivation each have a positive and significant effect on employee performance. Further finding show these variables collectively explain 56.4% of the variation in employee performance.

Keywords: Workload, Organizational Culture, Extrinsic Motivation, Employee Performance

INTRODUCTION

Human resources are individuals who contribute through their energy, expertise, and creativity to managing an organization. As a primary asset and key factor in an organization, human resources play a vital role in carrying out all organizational activities. Therefore, the quality of human resources is crucial to a company's or organization's success in achieving its goals (Marcela, 2024).

Employee performance is the work results achieved based on the quality and quantity of tasks carried out in accordance with assigned responsibilities. Performance reflects the level of work achieved within a specific period and is a crucial factor in an organization's ability to achieve its goals effectively and efficiently (Manullang & Sinaga, 2022).

Many factors can influence employee performance, including workload, organizational culture, and extrinsic motivation. These three factors are crucial for organizations to consider because they relate to job performance, the work environment, and the encouragement employees receive in carrying out their duties. The importance of these three variables is also supported by various previous studies (Tumonglo & Purwanto, 2025; Kuswandi & Rahayu, 2024; Kamila, 2024).

Workload is a set of activities assigned to employees to be completed within a specified time period in accordance with company regulations (Mardiani & Khamdanah, 2022). In research by Ernawati et al. (2024), Sulistiana & Purwanto (2025) found that workload has a positive and significant effect on employee performance, but this is different from research conducted by Raditya & Supartha (2023), Assidiqi & Suryosukmono (2023), which found that workload has a negative and significant effect on employee performance.

Organizational culture is a system of values, beliefs, and norms shared by members of an organization. It serves as a guideline for how members act and interact in the work environment. Organizational culture also serves as an identity that distinguishes one organization from another (Robins & Judge, 2018). These guidelines help organizations achieve internal integration and external adaptation through basic beliefs shared by their members, thereby creating characteristics that distinguish one organization from another (Lestariningsih & Widhiastuti, 2024). Research by Sarumaha (2022), Febriani et al. (2023) Kuswandi & Rahayu (2024) found that organizational culture has a positive and significant effect on employee performance, but this is different from the results of research (Muhammad

Rizki Soenardi, 2025; Sugiyono & Rahajeng, 2022), which found that organizational culture has a positive but not significant effect on employee performance.

The next factor that influences employee performance is extrinsic motivation. Extrinsic motivation is a drive that comes from outside the individual to act in order to obtain a reward or avoid certain consequences. In an organizational context, extrinsic motivation can be in the form of salary, bonuses, job promotions, or recognition from superiors. This motivation plays an important role in directing employee work behavior and encouraging the achievement of organizational goals (Indira Bsalamah, 2025). In research, Kamila (2024), Anggriyani (2021), and Khoe and Pradiani (2023) found that Extrinsic Motivation has a positive and significant effect on employee performance, but this is different from the results of research conducted by Wulansari (2025), Tangkur & Subiyanto (2023), and Tangko et al (2024), which found that Extrinsic Motivation has a positive but insignificant effect on employee performance.

Despite extensive research, findings on the influence of workload, organizational culture, and extrinsic motivation on employee performance still show discrepancies. This indicates a research gap, suggesting that these three variables are still relevant for further testing on employees at PT Decalling Media Internusa.

Companies expect every employee to optimally utilize available resources to achieve effective and productive work results. However, efforts to improve employee performance often encounter various obstacles, both internal and external to the company. These conditions can hinder the achievement of established work targets and impact the company's overall efficiency and productivity.

The phenomenon that occurred at PT Decalling Media Internusa shows that employee performance is still not optimal. Company data shows that the level of employee work achievement during the 2021–2024 period fluctuated, namely 95.88% in 2021, decreased to 94.84% in 2022, increased slightly to 94.86% in 2023, and reached 96.61% in 2024. Despite increasing in several periods, this achievement still does not meet the targets set by the company. This condition indicates the existence of performance issues that require attention and serve as a basis for examining the factors that influence employee performance at PT Decalling Media Internusa.

The phenomenon of employee performance that has not reached the target at PT Decalling Media Internusa indicates the existence of factors that influence performance, such as workload, organizational culture, and extrinsic motivation. On the other hand, the results of previous studies regarding the influence of these three variables on employee performance still show inconsistencies. This condition indicates a research gap so that further research is needed to examine the influence of workload, organizational culture, and extrinsic motivation on employee performance at PT Decalling Media Internusa. Therefore, the formulation of the problem of this research is how the influence of workload, organizational culture, and extrinsic motivation on employee performance. Based on the formulation of the problem above, the objectives of this research are: To determine the influence of workload on employee performance, the influence of organizational culture on employee performance, and the influence of extrinsic motivation on employee performance.

LITERATURE REVIEW

Employee performance

According to Iqbal et al. (2024), performance is the result achieved by employees in completing their tasks and responsibilities, utilizing their abilities, experience, dedication, and time to produce optimal output. (Putri, 2023) defines performance as the level of individual success in completing tasks over a given period, measured against predetermined work standards, targets, or criteria. Furthermore, Dunnan and Setiad (2025) state that employee

performance is an individual's ability to acquire and apply the competencies needed to complete the tasks for which they are responsible. According to Ernawati et al. (2024), employee performance can be measured through several indicators, namely quality of work, quantity of work, timeliness, effectiveness, and independence.

Workload

According to Mardiani & Khamdanah (2022), workload is a set of activities assigned to employees to be completed within a specific time period in accordance with company regulations. Afrianty & Dewi (2022) define workload as the total number of tasks an individual must complete within a specific time period; exceeding this can lead to work stress. Meanwhile, Timothy et al. (2025) state that workload is a collection of tasks or activities that employees must complete within a specific time period, which will not be a burden if employees can complete them and adapt well. According to Prasetyawibawa (2024), workload indicators include targets to be achieved, working conditions, work standards, role conflict, support, and facilities.

Organizational culture

According to Wijaya (2022), organizational culture is a characteristic that distinguishes one organization from another through a system of shared meanings held by its members. Fadhlillah & Kholidah (2023) explain that organizational culture is a collection of values that are believed, learned, and applied by organizational members as guidelines for behavior in achieving company goals. Meanwhile, Fadli (2022) defines organizational culture as shared values, beliefs, and norms that guide the behavior of organizational members, adding that it facilitates internal integration and external adaptation, thereby creating characteristics that distinguish one organization from another (Lestariningsih & Widhiastuti, 2024). According to Robbins (2018), indicators of organizational culture include innovation and risk-taking, attention to detail, outcome orientation, people orientation, aggressiveness, and stability.

Extrinsic Motivation

According to Basalamah (2025), extrinsic motivation is a drive that comes from outside the individual, prompting action to obtain a reward or avoid certain consequences. In an organizational context, extrinsic motivation can be in the form of salary, bonuses, job promotions, or recognition from superiors. Wedhu et al. (2023) explain that extrinsic motivation is a drive that comes from external factors, such as incentives, rewards, the work environment, and job security, which influence a person to work harder to achieve goals and improve their performance. According to Herzberg, indicators of extrinsic motivation include: job security, company policy, quality of supervision, interpersonal relations with peers, and relationship with supervisor.

Framework

Based on the thinking in above, a framework of thought can be depicted as in Figure 1.

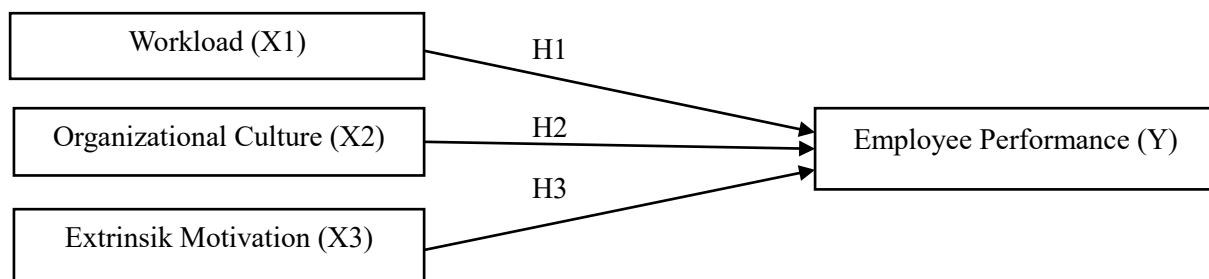


Figure 1. Research Framework

The effect of *workload* on employee performance

Workload is one of the factors that influence employee performance because it relates to the number of tasks and responsibilities to be completed within a given period. A workload appropriate to an employee's capacity and competence can increase productivity and performance, while an excessive workload can cause stress, fatigue, and reduced performance. Conversely, a workload that is too low can cause burnout and reduce motivation at work. Research findings (Iqbal et al., 2024) indicate that workload has a significant negative effect on employee performance. This finding is supported by Sulastri (2020) and Raharjo (2022), who state that excessive workload can reduce employee performance due to increased work pressure and fatigue. Based on this description, the proposed research hypothesis is:

H1: Workload has a negative and significant effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Organizational culture is a set of values, beliefs, and norms that guide organizational members in how they behave and carry out tasks to achieve company goals. A strong organizational culture can increase employee commitment, loyalty, and performance, while a weak culture can cause conflict and reduce productivity. Research results by Putra et al. (2024) indicate that organizational culture has a positive and significant effect on employee performance. This finding is supported by Nugroho (2024) and Kuswandi & Rahayu (2024), who also found that organizational culture has a positive and significant effect on improving employee performance. Based on this description, the proposed research hypothesis is:

H2: Organizational culture has a positive and significant effect on employee performance.

The influence of extrinsic motivation on employee performance

Extrinsic motivation is a drive derived from external factors, such as compensation, rewards, job security, company policies, quality supervision, and good working relationships. These factors can increase work enthusiasm and encourage employees to achieve optimal performance. Conversely, a lack of external support can decrease employee motivation and performance. Research results by Haryadi (2022) show that extrinsic motivation has a positive and significant effect on employee performance. This finding is supported by Ma'ruf (2023) and Kamila (2024), who also found that extrinsic motivation has a positive and significant effect on employee performance. Based on this description, the proposed research hypothesis is:

H3: Extrinsic motivation has a positive and significant effect on employee performance.

RESEARCH METHODS

Sample

A population is the entirety of elements with specific characteristics that serve as the object of research to be studied and conclusions drawn (Sugiono, 2023). Therefore, the population in this study is all 52 employees of PT Decalling Media Internusa. A sample is a subset of the population used as a source of research data. Because the population in this study was relatively small, namely 52 employees, the entire population was used as the research sample. Therefore, this study used a saturated sampling technique (census), which involves using all members of the population as research respondents (Sugiono, 2023).

Variable Measurement

Measurement of variables in this study is as follows Table 1.

Table 1. Variable Measurement

No	Variables	Definition	Indicator
1.	Workload (X1)	Workload is a collection of tasks given to employees to be completed within a certain time period according to company regulations.	1. Targets to be achieved 2. Working conditions 3. Job standards 4. Role conflict 5. Support 6. Means
2.	Organizational Culture (X2)	Organizational culture is a collection of values, norms, beliefs and work patterns that are held and applied collectively by all members of the organization as a guideline for behaving and carrying out every company activity.	1. Innovation and risk taking 2. Attention to detail 3. Results orientation 4. Employee orientation 5. Perseverance 6. Stability
3.	Extrinsic Motivation (X3)	Extrinsic motivation is motivation that arises from external environmental influences. This type of motivation can arise from various external stimuli, such as bonuses, incentives, awards, position, relationships with coworkers, or praise, which encourage individuals to improve their performance.	1. Job security 2. Company policy 3. Quality of Supervision 4. Relationships Between Coworkers 5. Relationship between Superiors and Subordinates
4.	Employee Performance (Y)	Performance refers to the results or level of achievement of an individual within a certain period of time when completing a task,	1. Quality of work 2. Quantity of work 3. Punctuality 4. Effectiveness 5. Independence

RESULTS AND DISCUSSION

Validity Test

The validity testing of the variables of teamwork, work commitment, and employee performance can be seen as follows Table 2. Based on the Table 2, it can be concluded that the calculated r value for each statement item submitted to respondents is greater than the r table, namely 0.361, so the data can be considered valid.

Table 2. Validity Test Results

Variable	Statement	r count	r-table	Information
Workload	X1.1	0.785	0.361	Valid
	X1.2	0.785	0.361	Valid
	X1.3	0.889	0.361	Valid
	X1.4	0.764	0.361	Valid
	X1.5	0.750	0.361	Valid
	X1.6	0.889	0.361	Valid

Table 2. Continue

Variable	Statement	r count	r-table	Information
Organizational Culture	X2.1	0.863	0.361	Valid
	X2.2	0.816	0.361	Valid
	X2.3	0.883	0.361	Valid
	X2.4	0.844	0.361	Valid
	X2.5	0.675	0.361	Valid
	X2.6	0.730	0.361	Valid
Extrinsic Motivation	X3.1	0.739	0.361	Valid
	X3.2	0.766	0.361	Valid
	X3.3	0.778	0.361	Valid
	X3.4	0.764	0.361	Valid
	X3.5	0.776	0.361	Valid
Employee Performance	Y1	0.824	0.361	Valid
	Y2	0.803	0.361	Valid
	Y3	0.750	0.361	Valid
	Y4	0.848	0.361	Valid
	Y5	0.673	0.361	Valid

Source: data processed in 2026

Reliability Test

The results of this research reliability test are presented in Table 3. According to Ghozali (2018), reliability is a tool to measure the consistency of a research instrument. A questionnaire is said to be reliable if respondents' answers to the statements given are consistent over time. Reliability testing in this study used the Cronbach Alpha (α) method with the help of IBM SPSS Statistics. The instrument is declared reliable if it has a Cronbach Alpha value ≥ 0.70 . Based on the SPSS output Table 3, the Cronbach's Alpha value for all tested variables was greater than 0.70. Therefore, it can be concluded that all variables in this study are reliable.

Classical Assumption Test

The results of the normality test are presented in Table 3. The normality test aims to determine whether the residual data in a regression model is normally distributed. In this study, the normality test was conducted using the One-Sample Kolmogorov-Smirnov Test. Data are considered normally distributed if they meet the established criteria. From the Table 3, it can be seen that the test results using the One-Sample Kolmogorov-Smirnov method (One Sample KS test) show a significant value of 0.200 Asymp. Sig. (2-tailed) which is greater than 0.05, so it can be concluded that the residual values are normally distributed.

Table 3. Reliability Test Results

Variables	Cronbach Alpha	Reliability Standards
Workload	0.869	0.70
Organizational culture	0.891	0.70
Extrinsic Motivation	0.821	0.70
Employee performance	0.840	0.70

Source: Primary Data processed in 2026

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized ed Residual
N		52
Normal Parameters ^{ab}	Mean	.0000000
	Std Deviation	1.52044529
Extreme Absolute	Differences	.104
	Positive	.068
	Negative	-.104
Test Statistics		.104
Asymp. Sig. (2- tailed)		.200 ^{cd}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processed year 2026

Table 5. Multicollinearity Test Results

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Workload	.769	1.300
Organizational culture	.883	1.133
Extrinsic Motivation	.702	1.424

Dependent Variable: Employee Performance

Source: Data processed in 2026

Multicollinearity Test

The results of the multicollinearity test are presented in Table 5. The multicollinearity test in this study aims to determine whether there is a correlation between the independent variables in a regression model. The test is performed by examining the Variance Inflation Factor (VIF) and Tolerance values. A regression model is declared free of multicollinearity if it has a VIF value ≤ 10 and a Tolerance value ≥ 0.10 . Based on the results of the multicollinearity test, all independent variables had VIF values less than 10 and tolerance values greater than 0.10. Thus, it can be concluded that the regression model does not experience multicollinearity problems, meaning that the independent variables in this study are not strongly correlated with each other and are suitable for use in regression analysis.

Heteroscedasticity Test

The results of the heteroscedasticity test are presented in Table 6. The heteroscedasticity test aims to determine whether there is inequality in residual variance between observations in a regression model. A good regression model is one that does not experience heteroscedasticity or has a constant residual variance (homoscedasticity). Based on the results of the heteroscedasticity test using the Glejser method, all independent variables have a significance value greater than 0.05. Thus, it can be concluded that the regression model does not experience symptoms of heteroscedasticity.

Table 6. Results of Glejser Heteroscedasticity Test

Independent Variable	p-value
Workload	.847
Organizational culture	.635
Extrinsic Motivation	.242

Dependent Variable ABRESID

Source: Data Processed year 2026

Multiple Linear Regression Analysis

Regression equation analysis was conducted to identify the direction and magnitude of the influence of the independent variables on the dependent variable. A summary of the results of the multiple linear regression analysis processed using SPSS is presented in the following Table 7. Based on the results obtained from the regression coefficients above, a multiple linear regression equation can be constructed as follows:

$$Y = 2.151 + 0.177 X_1 + 0.263 X_2 + 0.394 X_3 \dots\dots\dots (1)$$

Based on the Table 7, it can be concluded that Based on the results of the regression analysis, the Workload variable (X1) has a regression coefficient of 0.177, Organizational Culture (X2) of 0.263, and Extrinsic Motivation (X3) of 0.394. All coefficients are positive, which indicates that an increase in each independent variable will be followed by an increase in Employee Performance (Y), with the greatest influence shown by the Extrinsic Motivation variable.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) basically measures the extent to which the model can explain the variation of the dependent variable. Based on the results of the determination coefficient test in Table 7, the Adjusted R Square value was obtained at 0.564. This indicates that Workload, Organizational Culture, and Extrinsic Motivation are able to explain variations in Employee Performance by 56.4%, while the remaining 43.6% is influenced by other factors outside the research model.

Table 7. Results of Multiple Linear Regression Equation Test

Variable	Unstandardized Coefficients		Standardized Coefficients	T	sig.
	B	Std.Error	Beta		
(constant)	2.,51	2.340		.919	.362
Workload	.177	.075	.249	2.364	.022
Organizational culture	.263	.076	.339	3.446	.001
Extrinsic Motivation	.394	.102	.426	3.862	.000

Adjusted R-Square = .564

F =23,008

Sig. F = .000 b

Dependent Variable: Employee Performance

Source: Data Processed in 2026

F test

The F test is applied to determine whether there is a significant influence of the independent variable on the dependent variable simultaneously. Based on the results of the F test in Table 7, a significance value of $0.000 < 0.05$ was obtained and the calculated F value was $23.008 > F$ table 2.80. Thus, it can be concluded that Workload, Organizational Culture, and Extrinsic Motivation simultaneously have a significant effect on Employee Performance.

Hypothesis Testing

Hypothesis testing is used to determine whether there is an influence between the independent variables and the dependent variable. Based on the results of the t-test, it was found that: Workload (X1) has a significant effect on Employee Performance with a significance value of $0.022 < 0.05$ and t count $2.364 > t$ table 2.011, but has a positive coefficient (0.177) so that the direction of the effect does not match the proposed hypothesis, so H1 is rejected. Furthermore, Organizational Culture (X2) has a positive and significant effect on Employee Performance with a significance value of $0.001 < 0.05$ and t count $3.446 > t$ table 2.011, so H2 is accepted. Meanwhile, Extrinsic Motivation (X3) also has a positive and significant effect on Employee Performance with a significance value of $0.000 < 0.05$ and t count $3.862 > t$ table 2.011, so H3 is accepted.

DISCUSSION

The Influence of Workload on Employee Performance

The test results show that workload has a significant effect on employee performance (t-test $2.364 > t$ -table 2.011; sig. $0.022 < 0.05$), but the direction of the effect is positive so H1 is rejected. This indicates that a proportional workload can improve employee performance. Given the nature of the company's work that focuses more on creativity and design innovation than physical activity, the existing workload does not trigger extreme fatigue. Instead, these work demands become positive challenges that encourage employees to be more productive, focused, and responsible, so that their overall performance improves. These results are in line with research by Ernawati et al. (2024), Tumonglo & Purwanto (2025), and Sulistiana & Purwanto (2025) which state that a well-managed workload can have a positive effect on employee performance.

The Influence of Organizational Culture on Employee Performance

Organizational culture has a positive and significant effect on employee performance (t-test $3.446 > t$ -table 2.011; sig. $0.001 < 0.05$), thus H2 is accepted. A strong organizational culture can increase employee discipline, cooperation, and commitment in achieving organizational goals. These results are in line with Bandhu's research. Manhisthai Purwono Nugroho (2024), Werni Sarumaha (2022), and Febriani et al. (2023) showed that organizational culture has a positive effect on employee performance.

The Influence of Extrinsic Motivation on Employee Performance

Extrinsic motivation has a positive and significant effect on employee performance (t-test $3.862 > t$ -table 2.011; sig. $0.000 < 0.05$), thus H3 is accepted. This indicates that external factors such as job security, company policies, and good working relationships can improve employee performance. These results are in line with research by Kamila (2024) and Merlina (2024). Anggriyani (2021), as well as Kevin Khoe and Theresia Pradiani (2023) proved that extrinsic motivation has a positive effect on employee performance.

CONCLUSION

Based on the results of research on the influence of Workload, Organizational Culture, and Extrinsic Motivation on Employee Performance at PT Decalling Media Internusa, it can be concluded as follows: (1) Workload has a positive and significant effect on employee performance, so that the more appropriate the workload management given, the employee performance will increase. However, the hypothesis stating a negative effect is rejected because the results of the study show a positive direction. (2) Organizational culture has a positive and significant effect on employee performance, which means that the better the organizational culture implemented, the higher the employee performance. (3) Extrinsic motivation has a positive and significant effect on employee performance, so that the higher the extrinsic motivation given by the company, the employee performance will also increase.

Recommendation

Based on the research results, the suggestions that can be given are as follows (1) For the company, PT Decalling Media Internusa is advised to manage the workload proportionally, maintain a positive organizational culture such as good cooperation and communication, and increase extrinsic motivation through fair policies, job security guarantees, and harmonious working relationships so that employee performance remains optimal. (2) For further researchers, it is recommended to expand the number and variety of respondents, add other variables such as job satisfaction or leadership, use more objective performance measurements, and can apply more diverse research methods such as interviews or observations so that the research results are more in-depth and comprehensive.

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