The Impact Of Workload And Work Climate Toward Job Engagement Through Work Motivation

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Abstract:
The Aim Of This Study Is To Examine The Impact Of Workload And Work Climate Toward Job Engagement With Work Motivation As The Intervening Variable In PT Datindo Infonet Prima Samples As Much As 179 Are Taken From 527 Employee Of PT Datindo Infonet Prima In Staff Level Spread Over All Branches And Data Collected By Using Questionnaires Consists Of 43 Questions. The Method Used In This Research Is Quantitative Research Method With SEM Using Smartpls. This Research Shows That In PT Datindo Infonet Prima, Workload Negatively Impacts Work Motivation, Work Climate Positively Impacts Work Motivation, Workload Negatively Impact Job Engagement, Work Climate Positively Impacts Job Engagement, Work Motivation Positively Impacts Job Engagement, Workload Negatively Impacts Job Engagement Through Work Motivation, Meanwhile Work Climate Positively Impacts Job Engagement Through Work Motivation. Management Needs To Realize The Urgency Of Reviewing The Workload That Exists On Employees, Can Be Reviewed Through The Time It Takes For Employees To Complete Their Work. In Terms Of A Good Work Climate To Increase Employee Work Engagement, It Would Be Even Better If Supported By The Firmness Of Company Rules. For Work Motivation, PT Datindo Infonet Prima Is Felt By Its Employees In Building Employee Motivation, So This Condition Needs To Be Maintained.

Keywords*: Workload; Work Climate; Work Motivation; Job Engagement; Family Business*


I. Introduction

Human resources play a crucial role in every type of organization since it is the planner and executor to reach organization's goals. Human resource practices basically related to the management of the people inside the organization consists of the activity, policy, and practices to develop and retain the skill of the employee (Appelbaum et al., 2001). The implementation might be different in each organization depending on their type of organization, namely one of them is family business. PT Datindo Infonet Prima is one of the examples of family business. Its headquarters located in South Jakarta, and it has 18 branch offices spread in 16 cities in Indonesia. The business of Datindo Infonet Prima is providing and repairing ATM Machines spread all over the country.

Datindo Infonet Prima was established in 2000 and since then, still work in same business field. Most employees have worked here for more than five years, as much as 77 percent (Figure 1). The longer the working period, the lower the chance of employees to resign. But the longer working period does not always mean that they are engaged in their work. According to the interview with the managers from each of the five departments, they think that the employees do not show their full engagement in their work, can be seen by their incapability to meet the deadline but do not eager to work overtime. Also, since the company works in providing and repairing ATM machines, the operational department must show their engagement since their work is related to the success to meet the repair target to the customers especially banks.

Figure 1. Percentage of employees by their working period
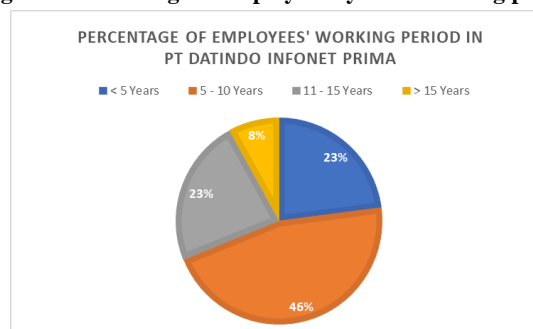
Job engagement is one of the crucial components for employees, since they show to work does not always mean that they are engaged with their work. Unengaged employees become less enthusiasts with their job. Engaged employees tend to be more productive, have a higher work quality, and higher retention rate. Some research showed that engaged employees are the key of highly competitive and innovative organizations (Bakker & Albrecht, 2018; Knight et al., 2017). On the other side, some literatures also argued that engagement is the result of employees' perceptions of the balance between their effort and supportive work environment (Rayton & Yalabik, 2014).

Workload is one of the components that affect engagement. In Datindo Infonet Prima according to 30 employees (6 from each of 5 departments), employees feel that although they have the skills to support their job but when it does not come in line with their work volume and deadline, then this will become workload for them (Figure 2). In line with research conducted by Tomic and Tomic on the correlation between existential fulfillment, workload, and work engagement among nurses, it was found that higher workload led to decreased vigor and dedication. In addition, nurses with higher workloads cannot concentrate fully, and will later affect the decline in their absorption rate (Tomic & Tomic, 2011). Demands or workload become a draining component of the energy that causes a reduction in the mental toughness of the individual which later makes the individual uninvolved (Schaufeli & Bakker, 2004). People who experience intense workloads have reported facing health-related issues (Halbesleben & Buckley, 2004). In addition, workplaces with excessive workloads often result in poor behavior and work outcomes that affect employee engagement. Job demands such as emotional work challenges and workload have been found to be very harmful to employees as they reduce employee motivation (Ahmed, 2019a).
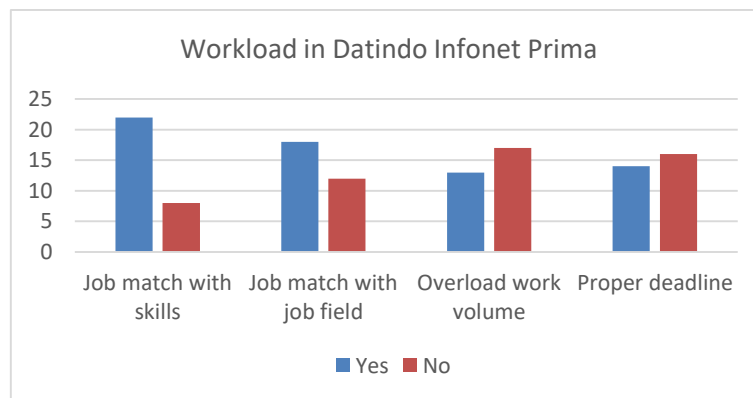

Figure 2. Workload Graph in Datindo Infonet Prima

In addition to workload, the work climate is also one component that needs to be considered to increase employee work engagement. The work climate is a collection of conscious behaviors, consisting of shared feelings, perceptions, and attitudes, which may be positive or negative, but have the power to influence employee behavior (Schneider & Barbera, 2014) Work climate as a consensual agreement among members, regarding leadership styles, human resource practices, and systems, established in the organization (Ehrhart et al., 2013). The work climate is the personality of the organization as seen by its members. The form of a company in the form of a family company such as the one that Datindo Infonet Prima has, causes a difference in work climate when compared to other forms of companies. The work climate that exists in this organization is a work climate that adheres to the principle of kinship, considering its form as a family company. Because it is based on the principle of kinship, it is not uncommon for employees to underestimate the rules that apply to the company because they rarely get laws and rewards so that employees become undisciplined. A positive work climate will affect the high motivation of work responsibilities, commitment, worker involvement, job satisfaction, and work discipline so as to increase work productivity. In short, a positive work climate will be more successful because it increases positive emotions and well-being (Emma & Kim, 2015).

Work motivation is strongly related to engagement. It is expected that with motivation, it supports the success of increasing engagement regardless only of the workload and the work climate. Based on the results of a brief interview with upper management at PT Datindo Infonet Prima, they also emphasized the importance of motivation in employees in this company environment because management realizes that they do not focus on the performance and output of each employee because this company is a family company, so without work involvement from employees, the output produced by the company will not be maximized even though the company has tried to improve employee motivation, such as giving annual bonuses, holding office outings, and other efforts. Motivated employees tend to be engaged in their work. This is also supported by research conducted

by Miao related to motivation and work involvement where he distinguishes his motivation into two types namely intrinsic and extrinsic motivation (Miao et al., 2020). From the results of that research, it is stated that motivation – intrinsic and extrinsic – both affect work engagement, in old employees and new employees. In addition, motivated employees are more productive, engaged in their work, and more likely to stay within the company (Kalogiannidis, 2021).

Based on the research background, the problem of this study can be formulated as below:
1. Does workload negatively impact work motivation?
2. Does the work climate positively impact work motivation?
3. Does workload negatively impact job engagement?
4. Does the work climate positively impact job engagement?
5. Does work motivation positively impact job engagement?
6. Does workload impact job engagement through work motivation?
7. Does the work climate impact job engagement through work motivation?

II. Theoretical Review

Workload
According to Gibson and Ivancevich, workload is pressure in response to non-adjustment, which is influenced by individual differences or psychological processes (Gibson et al., 1994). A workload is a consequence of any external action (environment, situation, event that has many psychological or physical demands) against a person. If most employees work according to company standards, then it does not matter (Mangkunegara, 2011).

According to Davis and Newstrom, there are eleven dimensions that cause workload on a worker, namely work overload, time urgency, poor quality of supervisor, Inadequate authority to match responsibilities, insufficient performance feedback, role ambiguity, change of any type, interpersonal and intergroup conflict, Insecure political climate, frustration, and differences between company's and employee's values (Davis & Newstrom J. W, 1985).

Work Climate
According to Davis and Newstrom, Work Climate is an organizational personality that distinguishes it from other organizations that leads to the perception of each member in viewing the organization (Davis & Newstrom J. W, 1985). The work climate is a fundamental spirit value in how to manage relationships and organize them (Miller Jr., 1997). These values take the form of principles and beliefs that can be expressed, but some are only implied. These values will influence individuals in performing tasks in the organization. Not all employees will perceive the work climate the same way, nor will they react the same way to HR strategies (Lamberti et al., 2022). According to Kelneer, there are six dimensions of the work climate, namely *flexibility, individual responsibility, standards, reward and recognition, clarity, and* team *commitment* (Abun et al., 2021).

Work Motivation
Motivation is the willingness to use a high level of effort for organizational goals, conditioned by the ability of the effort to meet some individual need (Robbins, 2003). According to Robbins, motivation is the willingness to make a high level of effort to achieve organizational goals conditioned by the ability of the effort to satisfy the needs of several individuals (Robbins & Coulter, 2012).

This research adapts Maslow's hierarchy of needs theory which states that humans have 5 (five) needs arranged in a hierarchy and start from basic needs, where a person will always be motivated to cover the next need after the previous needs are met and occur sequentially. The needs are physiological: clothing, food, shelter; sense of security: security, protection; social: love, affiliation; self-esteem: appreciation, recognition; and self-actualization.

Job Engagement
Work engagement is the degree to which a person identifies psychologically with his or her job and the importance of working for one's self-image (Ansel & Wijono, 2012). An individual is said to be involved if the individual can identify psychologically with his work and considers his performance important to him. According to Davis & Newstrom, involvement in work is the spiritual and emotional engagement of people in a group context and encourages them to contribute to group goals and various responsibilities to achieve those goals (Davis & Newstrom J. W, 1985).

Work engagement is a positive, feeling and work is associated with thoughts characterized by *vigor, dedication,* dan *absorption* (Schaufeli et al., 2002). *Vigor* is characterized by high levels of energy and mental endurance while working. *Dedication* refers to a person's very strong involvement in one job and experiencing a sense of significance, enthusiasm, and challenge. *Absorption* is characterized by the individual being fully

concentrated and happy to do work, where time passes quickly, and the individual finds it difficult to separate himself from work.

Research Hypothesis

In the world of work, we will be faced with tasks or responsibilities that have been determined to achieve the goals set by the company, but when the workload is given without *job enrichment*, people who work are not motivated because there is no recognition or development of themselves in the company. *Job enrichment* is a motivational approach that incorporates high-level motivators into work (Daft, 2017). If employees are unable to complete their work, then employee motivation will decrease. This is also supported by research conducted by Rahman, Semaksiani, and Kirana where the results of the analysis in their research showed that the Workload variable had a negative and significant effect on employee motivation (Kirana et al., 2021; Rahman et al., 2022; Semaksiani et al., 2019).
H1: Workload negatively affects work motivation.

A positive and constructive work climate is important to be able to motivate employees. A positive work climate affects the high motivation of work responsibilities, commitment, worker involvement, job satisfaction, and work discipline to increase work productivity (Emma & Kim, 2015). This is also supported by research that states that work climate has a significant positive impact on employee motivation (Rahman et al., 2022; Saputra & Mulia, 2021; Teresia et al., 2022; Zainal et al., 2021). Creating a work climate by implementing rules and policies to feel accountable in carrying out duties and responsibilities.
H2: Work climate positively affects work motivation.

Workload is related to energy and dedication. A much higher workload will result in low manpower and dedication (Tomic & Tomic, 2011b). Employees having an unbalanced workload can result in employees feeling the inequality of the company distributing resources to the organization or employees will feel unfairly treated in distributing duties and responsibilities to each employee (Ivancevich, 2007). Workload is associated with negative effects on employees such as fatigue and absenteeism (van Woerkom et al., 2016). This is also supported by research that states that there is a negative relationship between workload and work engagement (Abd Kaiyom et al., 2021; Abualigah et al., 2021; Lo Presti et al., 2020; Salmela-Aro et al., 2019; Zahrah et al., 2019).
H3: Workload negatively affects work engagement.

Steers states that work climate can be thought of as the personality of an organization that is seen and perceived by its members (Steers & Porter, 1991). Work climate intended as a shared perception of acceptable policies, procedures, and practices in the workplace (Denison, 1996), it has been recognized as one of the job resources that can support engagement. A work climate that meets workers' needs for advancement, self-fulfillment, and work realization is expected to encourage work engagement (Bakker & Demerouti, 2007). This is also supported by several studies that state that there is a positive relationship between work climate and work engagement (Abd Kaiyom et al., 2021; Abun et al., 2021; Ali & Farooqi, 2014; Ancarani et al., 2019; Nikolova et al., 2019).
H4: Work climate positively affects work engagement.

Motivated employees are more innovative and often come up with creative ideas. Employees are more engaged and contribute to the growth of the organization (Bustasar et al., 2019). Motivation is a key component of engagement. The degree to which employees themselves feel motivated to do more than necessary is engagement, followed by the degree to which the company motivates employees to perform beyond what is required of them (Delaney & Royal, 2017). This is also supported by studies state that motivation is related to work engagement, so maintaining motivation is key to increasing work engagement (Lu & Chen, 2022; Miao et al., 2020; Shkoler & Kimura, 2020).
H5: Work motivation has a positive effect on work engagement.

Engaged employees have a sense of affective connection to their work activities, which they experience as enjoyable rather than stressful (Vecina et al., 2012). Thus, work engagement also indicates healthy functioning. Work engagement involves consequences (i.e. challenges and obstacles) stemming from the workload (Montani et al., 2020). Motivation is built by creating workers to get work done efficiently and economically (Siagian, 2014). If employees are unable to complete their work, either because they do not have the ability to carry out work or work that is carried out too much, it means that this work cannot be completed efficiently and becomes a workload for employees. Later this will reduce employee motivation. People who are engaged in their work, are known as motivated people (Rashidi et al., 2014). They tend to work harder and more efficiently than others and are more likely for them to achieve achievement results and be noticed by the organization.

H6: Workload negatively affects work engagement through work motivation.

Motivation comes from extrinsic and intrinsic factors (Gibson et al., 1994; Moenir, 1992). Extrinsic factors that can be said to be work climate, which is caused by several dimensions such as communication, conflict (functional and dysfunctional), leadership (consistency, inconsistency, direction), and reward system (Rousseau, 1988). If there are components of the work climate such as wages, job security, working conditions, status, company procedures, quality of supervision, and quality of interpersonal relationships between colleagues or between superiors and subordinates are not met, it affects employee work motivation. Employees become less motivated again at work. If employees are motivated, then employees will be involved in their work. Motivated employees tend to engage with their work. Employees with intrinsic motivation basically love their jobs so much that they will not hesitate to actively participate in the company. People who are engaged in their work, are known as motivated people (Rashidi et al., 2014).

H7: The work climate positively affects work engagement through work motivation.
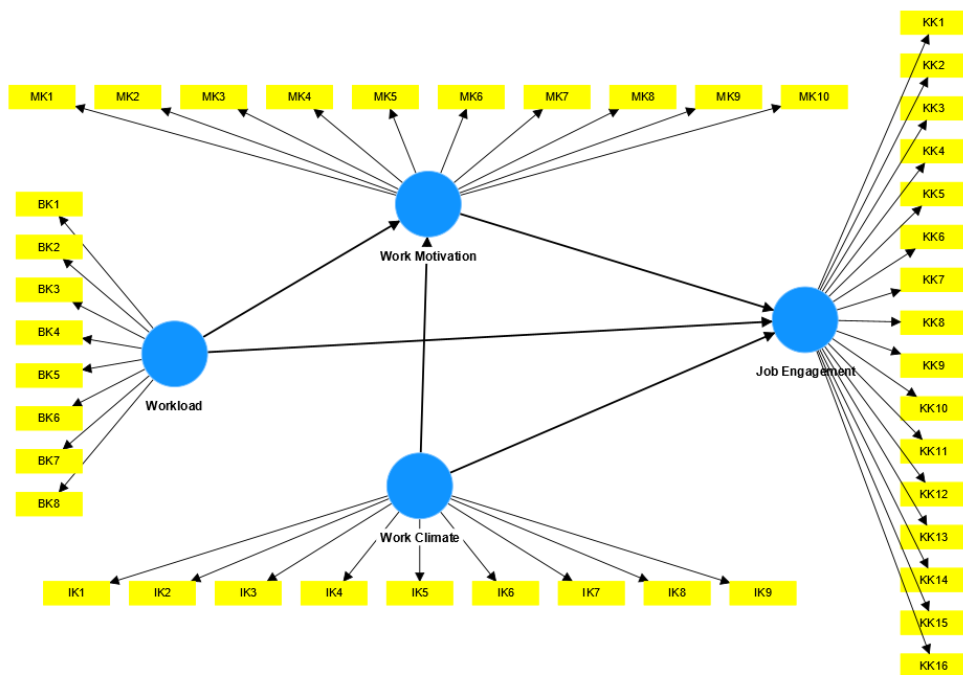

Figure 3. SEM Models

III. Research Methods

The questionnaire used in this study consists of 43 questions (8 for workload, 9 for work climate, 10 for work motivation, and 16 for job engagement). The population in this study was 527 employees at the staff level, including engineers. This research used primary data. Primary data is data obtained directly from the object of the study, consists of the identity of the respondent and the data of respondents' opinion about workload, work climate, work motivation, and job engagement while working as employees of Datindo Infonet Prima. The procedure of collecting research data was carried out by distributing a questionnaire. The design of this study is descriptive observational study. This research taken place in Datindo Infonet Prima, is the distributor of the ATM Machines in Indonesia, consists of one headquarters and 18 branches spread across Indonesia, carried out from August 2022 to June 2023.

From the population in Datindo Infonet Prima which is spread in various regions and has the same level of work, sampling is considered suitable using proportional stratified random sampling techniques referring to that proportional stratified random sampling is used when the population has members or elements that are not homogeneous and stratified proportionally. The basis for taking the number of samples is based on the results of the Isaac-Michael table from population of 527 employees, a sample of 179 employees was obtained. The 9 branch offices that only have one employee are excluded from proportional sampling so that the sampling formula is adjusted to:

$$\frac{Population\ of\ subgroup}{(enitre\ population - 9)}\ x\ (Total\ sample\ size - 9)$$

Branch/ Area	Population	Sample
Indo B	124	41
Indo A	109	36
Jabo	80	26
Pancoran	47	15
Surabaya	34	11
Harmoni	33	11
Kadin	31	10
Bandung	18	6
Makassar	14	5
Semarang	12	4
Denpasar	8	3
Medan	5	2
Yogyakarta	3	1
Aceh	1	1
Pekanbaru	1	1
Palembang	1	1
Pontianak	1	1
Samarinda	1	1
Banjarmasin	1	1
Manado	1	1
Kupang	1	1
Jayapura	1	1
Total	**527**	**179**

Tabel 1. Number of Population and Sample

IV. Results and Discussion

Characteristics of Respondents

The samples in this study were taken 179 employees of PT Datindo Infonet Prima from total of 527 employees. Of the questionnaires distributed to 179 employees, so it can be said that the response rate is 100%.

Tabel 2. Respondents Characteristics

Respondents Profile		n = 179	%
Age			
	< 30 y.o	36	20.1%
	31-40 y.o	56	31.3%
	41-50 y.o	61	34.1%
	> 51 y.o	26	14.5%
Division			
	Logistics and Repair	52	29.1%
	Accounting Finance	7	3.9%
	IT	18	10.1%
	Marketing	9	5.0%
	Operational	93	52.0%
Working Years			
	< 5 years	63	35.2%
	5-10 years	57	31.8%
	11-15 years	41	22.9%
	> 15 years	18	10.1%

Validity and Reliability Tests

A reliability test is a measurement that shows the extent to which the measurement results using the same object will produce the same data. As for it is said to be reliable if the value of Cronbach's Alpha is 0.6 which is based on these guidelines, then a measurement can be said to be reliable (Sekaran, 2000 in Rahmawati et al, 2015). According to Fornell and Larcker (1981), AVE $\geq$ 0.5 confirms the convergent validity and all the AVE values in Table 3 are greater or equal to 0.5.

Tabel 3. Reliability and Validity Constructs

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Engagement	0.888	0.909	0.907	0.528
Work Climate	0.769	0.763	0.831	0.632
Work Motivation	0.875	0.894	0.9	0.576
Workload	0.823	0.857	0.875	0.518

Data Analysis
In this study, hypothesis testing used the Partial Least Square (PLS) analysis technique with the SmartPLS 4.0 program. Here is the schematic of the PLS model tested:
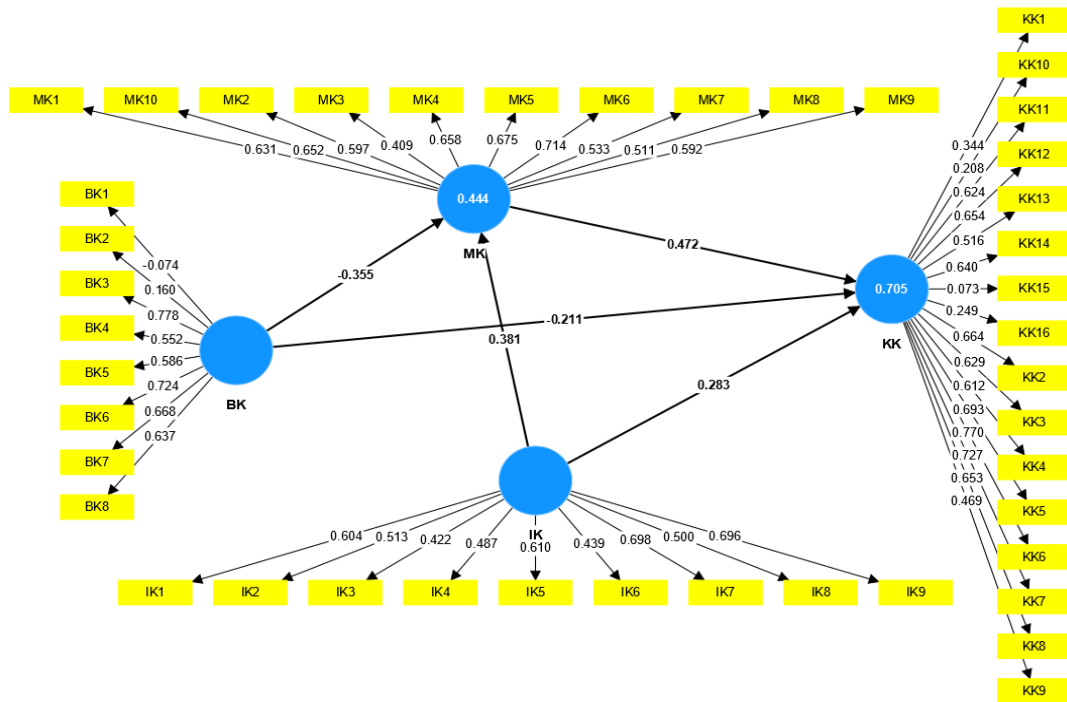

Figure 4. Path Coefficient

To assess the significance of the prediction model in model testing, it can be seen from the t-statistic value between the independent variable and the dependent variable in the following SmartPLS output table:

Table 4. SmartPLS Output Table

Direct Effect					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload - Job Engagement	-0.211	-0.213	0.069	3.0046	0.002
Workload - Work Motivation	-0.355	-0.364	0.079	4.493	0.000
Work Climate - Job Engagement	0.283	0.289	0.080	3.549	0.000
Work Climate - Work Motivation	0.381	0.385	0.074	5.152	0.000
Work Motivation - Job Engagement	0.472	0.462	0.111	4.235	0.000
Indirect Effect					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Workload - Job Engagement	-0.176	-0.167	0.052	3.228	0.001
Work Climate - Job Engagement	0.180	0.178	0.056	3.180	0.001

Based on the results of causality testing shown in table 4, the hypotheses proposed in this study are all acceptable, where workload negatively affects work motivation and work engagement both directly and through motivation, and work climate has a positive impact on work motivation and work involvement both directly and through work motivation. The results all showed significance with a p-value below 0.05.

V. Discussion
Based on the results of the hypothesis 1 tests, it can be concluded that there is a direct influence between workload and work motivation of employees of PT Datindo Infonet Prima. Based on these results, it means that any increase or decrease in the workload of an employee of PT Datindo Infonet Prima will affect the employee's work motivation. If there's an increase in employees' workload, it decreases employees' work motivation. This finding is in line with the findings of research conducted by Rahman, Semaksiani, and Kirana where the results of the analysis in their research showed that workload variables had a negative and significant effect on employee

motivation (Kirana et al., 2021; Rahman et al., 2022; Semaksiani et al., 2019). Good performance refers to the perceived success in completing a task, while frustration is known as the feeling of hopelessness a person feels while completing a task (Zhang et al., 2021) If employees are unable to complete their work, then employee motivation will decrease.

Based on the results of the hypothesis 2 tests, it can be concluded that there is a direct influence between work climate and work motivation of employees of PT Datindo Infonet Prima. Based on these results, it means that any change in the work climate on PT Datindo Infonet Prima will affect the employee's work motivation. If there's a positive change in PT Datindo Infonet Prima, it increases employees' work motivation. Employees of PT Datindo Infonet Prima consider that the work climate in the form of openness and rules that exist in the company today has succeeded in increasing their motivation at work. A positive and constructive work climate is important to be able to motivate employees. A positive work climate affects the high motivation of work responsibilities, commitment, worker involvement, job satisfaction, and work discipline to increase work productivity. This finding is in line with research findings that state that organizational climate has a significant positive impact on employee motivation (Rahman et al., 2022; Saputra & Mulia, 2021; Teresia et al., 2022; Zainal et al., 2021). Creating a work climate by implementing rules and policies to feel accountable in carrying out duties and responsibilities.

Based on the results of the hypothesis 3 tests, it can be concluded that there is a direct influence between workload and job engagement of employees of PT Datindo Infonet Prima. Based on these results, it means that any increase or decrease in the workload of an employee of PT Datindo Infonet Prima will affect the employee's job engagement. If there's an increase in employees' workload, it decreases employees' job engagement. It is important to know that work will be better done by individuals who have related abilities, and also need to pay attention to the portion of work carried out by employees so as not to reduce work involvement in employees. This finding is in line with research that states that there is a negative relationship between workload and work engagement (Abd Kaiyom et al., 2021; Abualigah et al., 2021; Lo Presti et al., 2020; Salmela-Aro et al., 2019; Zahrah et al., 2019). In addition, in research conducted by Tomic and Ahmed where they stated that workload is related to work engagement, the higher the workload, the engagement will decrease (Ahmed, 2019; Tomic & Tomic, 2011b).

Based on the results of the hypothesis 4 tests, it can be concluded that there is a direct influence between work climate and job engagement of employees of PT Datindo Infonet Prima. Based on these results, it means that any change in the work climate on PT Datindo Infonet Prima will affect the employee's job engagement. If there's a positive change in PT Datindo Infonet Prima, it increases employees' job engagement. Employees of PT Datindo Infonet Prima consider that the work climate in the form of openness and rules that exist in the company today has succeeded in increasing their involvement in work. A positive work climate affects the high motivation of work responsibilities, commitment, worker involvement, job satisfaction, and work discipline to increase work productivity. Employees engage when they perceive their organization as committed and when they see their colleagues engaged. The findings in this study are in line with the results of several studies that state that there is a positive relationship between work climate and work engagement (Abd Kaiyom et al., 2021; Abun et al., 2021; Ali & Farooqi, 2014; Ancarani et al., 2019; Nikolova et al., 2019). Climate-friendly workplaces can activate social norms that encourage workers to engage (Kim et al., 2013). Employees engage when they perceive their organization as committed and when they see their colleagues engaged.

Based on the results of the hypothesis 5 tests, it can be concluded that there is a direct influence between work motivation and job engagement of employees of PT Datindo Infonet Prima. Based on these results, it means that any increase or decrease in the work motivation of an employee of PT Datindo Infonet Prima will affect the employee's job engagement. If there's an increase in employees' work motivation, it increases employees' job engagement. Employees of PT Datindo Infonet Prima considered that the company's policy to maintain and even increase their work motivation also succeeded in increasing their involvement in work. A person's motivation at work will cause a sense of involvement in themselves. The higher the motivation possessed, the higher the job engagement felt by employees. The findings in this study are in line with the results of several studies whose results state that motivation is related to job engagement, so maintaining motivation is key to increasing job engagement (Lu & Chen, 2022; Miao et al., 2020; Shkoler & Kimura, 2020).

VI. Conclusion
This study aims to examine the effect of workload and work climate on work involvement in PT Datindo Infonet Prima employees through work motivation. Based on the results of the study, the conclusions obtained from this study are as follows: workload negatively affects work motivation, work climate positively affects work motivation, workload negatively affects job engagement, work climate positively affects job engagement, work motivation positively affects job engagement, workload through work motivation negatively affects job engagement, work climate through work motivation has a positive effect on job engagement.

VII. Suggestion

The results of this study show that at PT Datindo Infonet Prima as a family company, workload negatively affects job engagement both directly and with the intervention of providing work motivation, while the work climate positively affects job engagement both directly and by providing work motivation to employees, and work motivation itself positively affects job engagement. Thus, to increase job engagement at PT Datindo Infonet Prima, management needs to realize the urgency of reviewing the workload on employees, which can be reviewed through the time needed for employees to complete their work. Do employees have qualified abilities in supporting their work regardless of their relationship with company officials, or are additional employees needed in the company. In terms of work climate, PT Datindo Infonet Prima is felt by its employees to have a good work climate to increase their job engagement, but it would be even better if supported by the firmness of company rules so that employees feel fairness in the work climate not only benefits those who have relationships with company officials. For work motivation, PT Datindo Infonet Prima is felt by its employees to be good in building employee motivation, so this condition needs to be maintained.

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