

The Effect of Harmonious Passion and Workload on The Performance of State Administrative Court Apparatus in Banda Aceh Mediated by Work Motivation

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Abstract

This study aims to influence harmonious passion and workload on the State Administrative Court (SAC) apparatus performance, mediated by work motivation. Research data were collected by distributing questionnaires to 68 apparatus at the SAC of Banda Aceh city. Data were measured using a Likert scale that offers five alternative responses. Data were tested using SPSS, SEM-PLS, and Sobel calculator. The results of descriptive testing prove that harmonious passion, workload, work motivation, and Apparatus performance are good. Direct impact testing proves that positively harmonious passion and workload affect work motivation significantly. Furthermore, positively harmonious passion and work motivation affect Apparatus performance significantly, but workload does not have a significant effect on Apparatus performance. Indirect impact testing proves that positively work motivation significantly and partially mediates the harmonious passion effect on Apparatus performance, and positively work motivation significantly and fully mediates the workload effect on Apparatus performance.

Keywords: Harmonious Passion, Workload, Work Motivation, Apparatus Performance

1. Introduction

State civil servants are state servants as an extension of the government in carrying out government affairs in office administration, public services, government duties, and implementing field activities such as certain developments to realize community welfare (Law No. 5/2014). In carrying out their role as state servants, every state civil servant/apparatus (ASN) is also required to always comply with government regulations and codes of ethics that have been established both nationally, regionally, and at the level of the ASN work environment. Along with the rapid development of information technology (IT) adopted in the government system and the rapid growth of science, every apparatus is also required to be able to balance the capabilities they have with the development of IT. It is always necessary to upgrade their knowledge following the development of the era so that they can become competitive and superior in carrying out their role as state servants to realize the community's welfare. Today, all agencies, both government and private, have used IT to carry out their office operational activities. The same thing is also implemented by the Banda Aceh State Administrative Court (SAC), here it is referred to as SAC Banda Aceh, where all activities use IT. The use of IT can be seen in IT-based court administration such as electronic litigation procedures, from case registration to trial.

The use of information technology in SAC Banda Aceh aims to improve administration, transparency, and accountability. Court administration in SAC has been integrated with the Supreme Court, which allows the Supreme Court to manage human resources and budget more effectively and efficiently, supervise the performance of judges and other court staff, monitor case performance and history, improve case process management and resource distribution, reduce delays and case accumulation, and provide information needed by justice seekers, the public, and the media. However, the implementation of IT has not been fully implemented by the apparatus in the SAC Banda Aceh environment. This is reflected in the many court cases that have not been resolved on time. The remaining cases in 2022, and the number of cases resolved by the SAC Banda Aceh in 2023 are presented in Table 1 below.

Table 1. Number of Cases Resolved by the SAC Banda Aceh In 2022 And 2023

No	Type of Activity	Completion Target	Remaining cases 2022	Number of Cases 2023	Number of Resolved Cases 2023	Case Withdrawn	Remaining Cases 2023	%
1	First level matters	100%	15	37	22	5	10	72.97 %
2	Appellate matters	100%	6	21	18	-	3	85.71 %
3	Case of cassation level	100%	4	8	5	-	3	62.50 %

Source: SAC Banda Aceh Annual Activity Implementation Report (2024)

Apart from the data, based on the 2023 Government Agency Performance Report (LKJIP) of SAC Banda Aceh, it can also be seen that the performance of ASN at SAC Banda Aceh has not yielded satisfactory results, which is reflected in the IKU achievement which is far from the previously set work target. In addition, as stated in the 2020-2024 SAC Banda Aceh Renstra, it can be seen that SAC Banda Aceh still has several challenges to face and the best way to continue to make improvements must be considered. The challenges are: (a) personnel at SAC Banda Aceh are still limited in terms of quantity and have not all mastered the vision and mission of SAC Banda Aceh. (b) lack of IT human resources who can apply the apps.

Many factors affect the performance of the apparatus, including work motivation, harmonious passion, and workload. The theory of motivation was first introduced by (Maslow, 1943) where in his book it is stated that there are five basic human needs that if fulfilled will encourage a person's motivation in realizing goals. Motivation is a drive that arises from within a person to work harder, diligently, and consistently to achieve a goal based on the hope that is desired. This motivation is important in various aspects of life, especially in a professional context because it can improve performance, as well as individual satisfaction in the workplace. The rise and fall of a person's motivation can be caused by internal or external parties. Under normal conditions, to increase the work motivation of civil servants must be balanced with the rewards received. In general, the work motivation of civil servants in Aceh still needs to be improved,

especially through a better approach in terms of competency development, incentive provision, and improving welfare (BPSDM_Aceh, 2023). The same thing also applies to ASN in the SAC Banda Aceh environment, where based on the findings of the performance achievements of ASN SAC Banda Aceh as explained above, it shows that the work motivation of the apparatus at the SAC Banda Aceh is still being improved.

Harmonious passion is a deep interest in an activity that voluntarily becomes part of a person's identity and life (Vallerand et al., 2003). Harmonious passion has a positive impact on the motivation and performance of civil servants, this is proven in research conducted by (Pollack, Ho, O'Boyle, & Kirkman, 2020) where they mentioned that it is important for the leadership ranks in the organization to develop the harmonious passion of their team members in the organization, which can be done by evaluating whether the characteristics or design of their team's work fulfills the elements of being enjoyable and challenging or not. Harmonious passion in the context of SAC Apparatus refers to a high level of dedication and commitment to their work, where work is considered an integral part of their identity and personal satisfaction. At SAC Banda Aceh, the problem that often arises in apparatus related to harmonious passion conditions is the risk of work fatigue (burnout) due to high pressure in a competitive work environment and heavy demands. Although harmonious passion describes a positive dedication to work, if not managed properly, it can lead to an increase in excessive workload, loss of balance between work and personal life, and decreased mental and physical well-being.

The workload can be interpreted as a task that must be carried out by each apparatus within a certain period. To maximize government performance, the workload borne by each apparatus must be distributed evenly. If the workload is only given to one party, it will have a negative impact on the quality, quantity, and efficiency of work time. As a result, the performance of the government and employees will be poor. In addition, an unbalanced load will cause the apparatus to become physically and non-physically tired. Ultimately, excessive fatigue will have a negative impact on the health of the apparatus. At the SAC Banda Aceh, the problem that often occurs regarding the workload is the uneven distribution of the workload. This difference in the distribution of the workload will have an impact on social jealousy, especially related to the income obtained where the apparatus has a greater workload but still has the same income as other apparatus whose workload is lower.

The workload of the apparatus at the SAC Banda Aceh reflects several challenges the institution faces in carrying out its duties. One striking aspect is the high intensity of work that must be handled by the apparatus in handling legal cases. The SAC often faces many cases, which require fast and precise handling by judges and clerks. This causes a heavy workload, especially when having to process and resolve many cases in a limited time. In addition, the high workload of the SAC Banda Aceh apparatus does not only handle trials, but also many administrative tasks such as preparing reports, managing files, and other secretarial tasks. These administrative tasks are often time-consuming and require high precision.

2. Literature Review

Apparatus Performance

State apparatus/civil servant (ASN) in Indonesia is an extension of the government whose duty is to provide services to the community in a professional, honest, fair, and equitable manner in

carrying out state, government, and development tasks. The achievement of the goals of a public organization cannot be separated from the role of its employees. Specifically, for ASN, performance is regulated in Presidential Regulation (PP) No. 30/2019. The PP explains in detail the intent and purpose of performance-to-performance assessment. The PP states that employee performance results from work achieved by each employee in a work unit/agency following the SKP and work behavior. The assessor will assess the performance of civil servants objectively based on the achievement and career system. This evaluation centers around individual and organizational work planning, taking into account goals, accomplishments, outcomes, and contributions, as well as the conduct of public servants. Therefore, every employee must consistently deliver strong performance for their organization, even in the face of diverse challenges and obstacles. This is crucial since the performance of public servants within government organizations is always of public interest. According to (Mathis & Jackson, 2019) employee performance refers to the results achieved by an individual in carrying out daily tasks following the authority and responsibility given to him. (DeCenzo, Robbins, & Verhulst, 2020) stated that employee performance refers to the overall results or level of success of a person during a certain period in carrying out tasks, compared to targets, goals, or criteria set. Performance is often thought of as task achievement, where the term task itself refers to the activities required by the worker (Gibson, Ivancevich, & Konopaske, 2012). Civil servant performance as defined by (Andriansyah, Mukhlis, & Musnadi, 2021) is the level of achievement obtained by an employee or staff in an organization or company, which has an impact on improving both the quality and quantity of work following the expected standards. Performance generally refers to an individual's capacity to produce work results following the tasks and responsibilities carried out, as well as the ability to meet or exceed established expectations. Therefore, improving employee performance refers to a process that aims to improve an individual's ability, appearance, or work performance, which can be achieved through various methods and approaches (Ermalisa, Musnadi, & Putra, 2022). All these understandings conclude that the performance of the apparatus refers to the effectiveness and efficiency of ASN in carrying out its duties and responsibilities in a certain period measured between targets and achievements. Performance is also used to determine appropriate job training and rewards, and as a reference in providing better responses in the future so that it can be the basis for deciding policies in terms of job promotions (Efendi, Sofyan, & Iskandarsyah, 2022). So far, the performance produced by civil servants has been like a specter for government agencies, especially at the regional government level. This is indicated by many people who are dissatisfied with the performance produced by civil servants due to the lack of professionalism of civil servants in carrying out their duties, the limited capabilities of civil servants, especially elderly civil servants, the lack of discipline of civil servants in working, and the frequent finding of corrupt practices.

Work Motivation

(Robbins, Coulter, & Cenzo, 2019) Motivation can be defined as a process that explains the intensity, direction, and persistence required of an individual to achieve his/her goals. This definition includes three main components: intensity, direction, and persistence. Intensity refers to the extent to which an individual exerts effort, but intense effort will not produce optimal performance unless it is directed toward strategies that benefit the organization. Persistence, as an integral part of motivation, describes the length of time an individual can sustain the effort to achieve their goals. Motivated individuals will continue to exert effort for a sufficient period

to achieve the desired results. Work motivation is a crucial factor because it serves to motivate, direct, and encourage human behavior to be committed and enthusiastic in achieving the desired goals. Thus, work motivation comes from the individual's desire to develop, the expected achievement of achievement, and the desired compensation (Salahuddin, Mukhlis, & Musnadi, 2021). All these understandings conclude that work motivation is a person's drive to act. Every human being works to fulfill their life needs, although the motives for working and the level of needs of each individual are not the same. Motivation is all the power that exists within a person that provides energy, and direction, and maintains the consistency of their behavior. In everyday life, motivation is understood as the whole process of providing encouragement or stimulation to employees, so that they are willing to work voluntarily without feeling forced (Herzberg, Mausner, & Snyderman, 2011).

Harmonious Passion

(Houliort et al., 2015) states that harmonious passion is a passion that is voluntarily internalized and in line with an individual's identity, thus allowing them to engage in activities with a feeling of freedom and pleasure without pressure. (Mageau et al., 2009) defined harmonious passion as a type of passion in which the activity is voluntarily integrated into the individual's identity, allowing them to carry out the activity with a feeling of freedom and without conflict. (Forest et al., 2012) describes harmonious passion as a motivational drive that enables individuals to participate in preferred activities in balance with other aspects of their lives. Harmonious passion is a deep interest in an activity that voluntarily becomes part of a person's identity and life (Vallerand et al., 2003). (Kemie, 2020) mentions that Harmonious passion is defined as a form of passion that reflects a motivational drive that directs individuals to voluntarily and integratedly engage in activities that they are interested in. This passion is characterized by consistent and harmonious engagement with personal identity, allowing individuals to pursue the activity intensely without sacrificing balance with other aspects of their lives. Harmonious passion contributes to positive and sustained engagement in activities, by maintaining integrity and balance between personal goals and other responsibilities. (Pollack et al., 2020) defines harmonious passion as the type of passion a person has for a particular activity that they freely and voluntarily choose and is in harmony with other aspects of their life. All these understandings conclude that harmonious Passion is a form of passion that is voluntarily and autonomously integrated into an individual's identity. This passion allows individuals to engage in activities they enjoy with a sense of freedom and without pressure, and maintain balance with other aspects of their lives. Activities carried out with harmonious passion are considered important and meaningful by the individual, are carried out without coercion, and do not dominate their identity. Harmonious Passion can also be interpreted as a deep motivational drive, internalized voluntarily, and in harmony with the individual's identity and values. This passion allows individuals to participate in activities with a sense of freedom and pleasure, and without internal conflict. Individuals with harmonious passion can manage involvement in activities of interest independently, maintaining balance with responsibilities and other aspects of their lives. Activities carried out with harmonious passion not only provide intrinsic satisfaction but also support well-being and personal growth without disrupting daily activities.

Workload

In government organizations, workload is regulated in Minister of Apparatus Regulation (Permenpan) No. 1 of 2020 which is an amendment to Minister of Apparatus Decree

(Kepmenpan) No. KEP/75/M.PAN/2004. Permenpan No. 1/2020 states that workload is a group of tasks or jobs that must or can be completed within a certain time. Workload is measured by multiplying the work volume by the time norm (Workload = Work Volume x Time Norm). Meanwhile, Minister of Home Affairs regulation (Permendagri) No. 12/2008 states that workload is the amount of work that must be carried out by a position or organizational unit, which is the result of multiplying the work volume and the time norm. The decree of the Head of the State Civil Service Agency (BKN) No. 11/2011 is that workload is determined based on the tasks and functions of the organizational unit, which are described in detail in the tasks that must be completed within a certain period. Through these regulations, the workload of each civil servant is systematically regulated to obtain information regarding the level of effectiveness and efficiency of the organization's work based on the volume of work. (DeCenzo et al., 2020) states that the positive and negative aspects of workload are complex matters of perception. Perception of workload reflects the process by which individuals organize and interpret their sensory stimuli to give meaning to the surrounding environment. Workload is not simply a collection of routine tasks; it is an invisible battlefield, where every task is a blow, and every accomplishment is a victory. Like the unpredictable plot of a drama, the workload takes us through an adventure that tests the limits of our abilities in a limited time span (Sari, Faisal, & Majid, 2019). Meanwhile (Anita, Nasir, & Mukhlis, 2019) Workload can be defined as the total number of activities to be carried out by an organizational unit or job holder, which is determined systematically through the application of job analysis techniques, workload analysis, or other managerial methods. This process is carried out within a certain time frame to obtain valid data on the operational efficiency and effectiveness of the organizational unit, and to evaluate the capacity and performance needed to achieve organizational goals optimally. All these understandings conclude that workload is a quantitative representation of the number of tasks, responsibilities, and activities faced by an individual or group during a certain period. It includes all factors that affect individual productivity and performance, including task complexity, level of difficulty, and time pressure. More than just a list of tasks, workload reflects the specific dynamics of each work environment and can provide insight into optimal resource allocation and management strategies.

Research Model and Hypothesis

The study framework is shown in Figure.

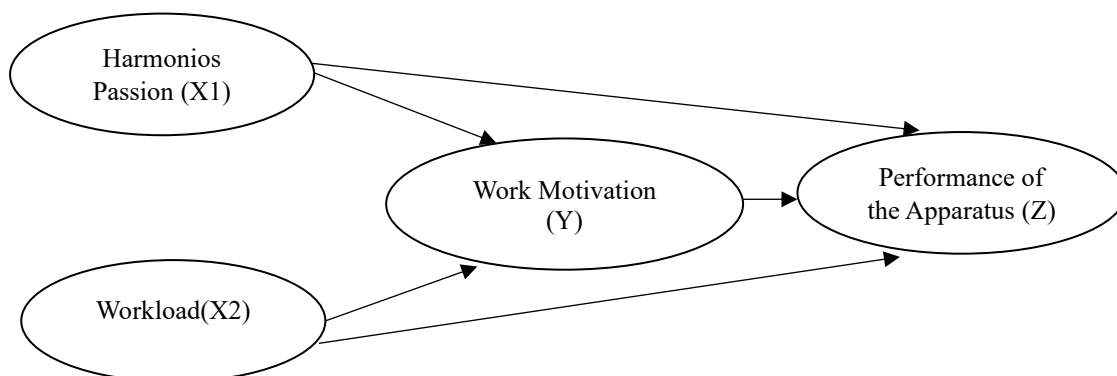


Figure 1. Research Model

Descriptive Hypothesis

H₁: Harmonious passion, workload, work motivation, and performance of SAC Banda Aceh apparatus are already good.

Direct Hypothesis

H₂: Significantly Harmonious passion affects work motivation

H₃: Significantly Workload affects work motivation

H₄: Significantly Harmonious passion affects Apparatus performance

H₅: Significantly Workload affects Apparatus performance

H₆: Significantly Work motivation affects Apparatus performance

Indirect Hypothesis

H₇: Significantly Work motivation mediates the Harmonious passion effect on Apparatus performance

H₈: Significantly Work motivation mediates the workload effect on Apparatus performance.

Novelty

This study focuses on the performance of the apparatus and work motivation as mediating variables at the SAC Banda Aceh. The focus of the study on the SAC Banda Aceh provides a unique contribution because the characteristics and challenges faced by this court are different from other institutions. The conditions of high workload, strict regulations, and specific internal dynamics of the SAC are an important background in understanding the relationship between harmonious passion, workload, motivation, and performance. Although previous studies have examined these variables separately as done by (Hassan & Berkovich, 2024), (Al-Aamri, Soliman, & Ponniah, 2024), (Aparna & Sahney, 2024), (Rahmawati, Purwidiati, Wahyuni, & Astuti, 2023), (Hakim, Faizah, Mas'adah, & Widiatmoko, 2023), (Efendi et al., 2022), (Hafni, Himawan, Safari, & Firdaus, 2022), (Pratama & Indriyaningrum, 2022), (Taqwa, Hudayah, & Lestari, 2021), (Audenaert, Decramer, & George, 2021), (Andriansyah et al., 2021). This study not only evaluates the direct relationship between harmonious passion and performance, or workload and performance, but also how work motivation acts as a mediator. This approach offers deeper insight into the mechanisms through which these factors affect employee performance. This study also examines whether work motivation mediates the effects of harmonious passion and workload on performance, which is a significant methodological approach. This mediation model helps identify causal pathways and provides a more holistic understanding of the dynamics that occur in the workplace. This study enriches the existing literature with empirical data from the public sector, particularly in the context of the Indonesian judiciary. Many previous studies may have focused more on the private sector or other public institutions; thus this study adds variety and depth to the public management literature. This study can also explore how socio-cultural factors unique to Aceh influence the relationship between harmonious passion, workload, motivation, and performance. Aspects of work culture, local values, and social conditions in Aceh can provide unique perspectives that are rarely discussed in other studies. This study not only identifies the relationship between important variables in organizational management but also offers practical and theoretical insights that can be applied to improve employee performance in judicial institutions such as the SAC Banda Aceh.

3. Method

This research was conducted at the SAC of Banda Aceh City (SAC Banda Aceh). The main focus of the research is to reveal how harmonious passion and workload levels affect work motivation and apparatus performance. This research is important to understand the internal dynamics of SAC Banda Aceh in optimizing productivity and legal services to the community. By examining factors such as harmonious passion and workload, it is hoped that strategies can be found to strengthen the work motivation of the apparatus and improve the overall performance of the apparatus to achieve organizational goals more effectively. In this study, the population was all employees at SAC Banda Aceh, totaling 68 people. In this study, the sample determination was by using the census method, this is because the population is relatively small and allows for interviewing through distributed questionnaires.

Measurement of the performance variables of the apparatus in this study uses indicators as stated in PP No. 30 of 2019, namely quality, quantity, time period, effectiveness, cost, service orientation, integrity, commitment, discipline, and cooperation. To measure the work motivation variable, using indicators as quoted from (Robbins et al., 2019) namely Desire and desire to succeed, there is encouragement and need, there is hope and ideals, there is appreciation given, there is career development, there are interesting activities, there is a conducive work environment, there is encouragement from those closest, there is hope for compensation. Measure harmonious passion is done by using indicators as expressed by (Vallerand et al., 2003) namely variation of experience, Increased appreciation, impressive experience, Consistency between values or qualities, Increased ability to integrate activities, Increased ability to control, Increased interest or strong attraction to activities. To measure the workload variable using indicators as stated in Permendagri No. 12 of 2018, namely Volume of work, Time required, Complexity of work, Distribution of workload, Stress, and work pressure. The measurement scale used in this study is the Likert scale (Sugiyono, 2017). To measure the descriptive hypothesis using the SPSS statistical tool. To measure the direct hypothesis using the SEM-PLS statistical tool (Hair, Hult, Ringle, & Sarstedt, 2016), and to measure the hypothesis directly using the Sobel calculator equipment (Sobel, 1982).

4. Results

Descriptive Hypothesis Testing

The descriptive hypothesis is tested using a one-sample test, the 3.41 is the cut-off value.

Table 2. One Sample Test

	Test Value = 3.41						
	Mean of Respondent	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Harmonious passion	3.87	34.835	29	.000	20.85667	19.6321	22.0812
Workload	3.53	31.368	29	.000	12.99000	12.1430	13.8370

Work Motivation	3.96	46.533	29	.000	29.82333	28.5125	31.1341
Apparatus Performance	3.90	43.145	29	.000	28.69000	27.3300	30.0500

Source: Primary Data Processed (2024)

The results of the descriptive test as shown in table 2 above, show that the average value of each variable is greater than 3.41. In one sample test with test value = 3.41, all research variables obtained a Significance/Sig. (2 tailed) value of 0.000 < 0.05. It concludes that the descriptive hypothesis test (H1) is accepted (Ha1 is accepted and Ho1 is rejected). This shows that the variables of harmonious passion, workload, work motivation, and Apparatus performance are good.

Direct Hypothesis

The SEM-PLS full model testing is shown below:

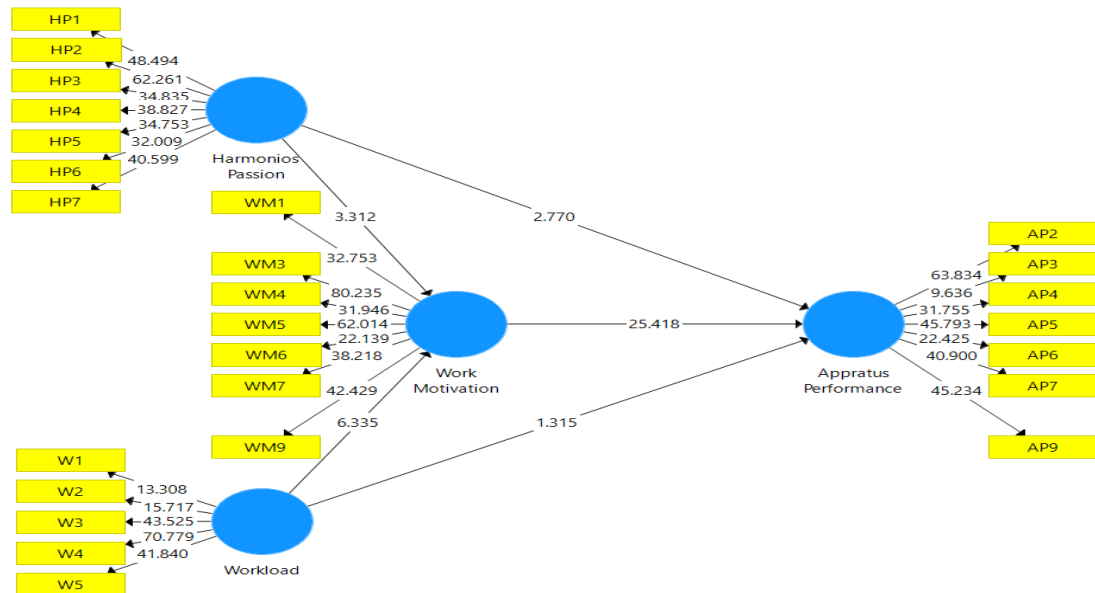


Figure 2. Structural Test

The test result above explains the influence of each variable. The effect magnitude is shown in the following table 3

Table 3. Direct Hypothesis Testing

Inter-Vaiabel	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statist ics	P Valu es
X1_Harmonios Passion-> Y_Work Motivation	0.330	0.323	0.100	3.312	0.001
X2_Workload-> Y_Work Motivation	0.607	0.613	0.096	6.335	0.000

Inter-Vaiabel	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statist ics	P Valu es
X1_Harmonios Passion-> Z_Appratus Performance	0.084	0.081	0.035	2.770	0.006
X2_Workload-> Z_Appratus Performance	0.048	0.048	0.037	1.315	0.189
Y_Work Motivation -> Z_Apparatus Performance	0.879	0.882	0.035	25.418	0.000

Source: Primary Data Processed (2024)

Direct hypothesis testing can be seen through the path coefficient and significant values. Table 3 shows that the hypothesis 2 test obtains the T-Statistic is $3.312 > 1.96$ and the P is $0.006 < 0.05$. These values accept H2 (its Ha is accepted and its Ho is rejected), explains harmonious passion significantly affects work motivation. Furthermore, testing Hypothesis 3 obtains its T-Statistic $6.335 >$ with $p 0.000 < 0.05$. This accepts H3, reveals workload significantly affects work motivation. Next, testing 4 obtains the T-Statistic $2.770 > 1.96$ and $p 0.006 < 0.05$. These values accept H4, proving that harmonious passion significantly affects apparatus performance. Furthermore, testing H5 obtains the t-statistic $1.315 < 1.96$ and $p 0.189 > 0.05$. These don't accept H5, indicating that workload does not significantly affect apparatus performance. Next, testing H6 obtains T-statistic value $25.418 > 1.96$ and $p 0.000 < 0.05$. These accept H6, reveal work motivation significantly affects apparatus performance.

Indirect Hypothesis

The mediation hypothesis test in this study used the Sobel test in Figure 3 below.

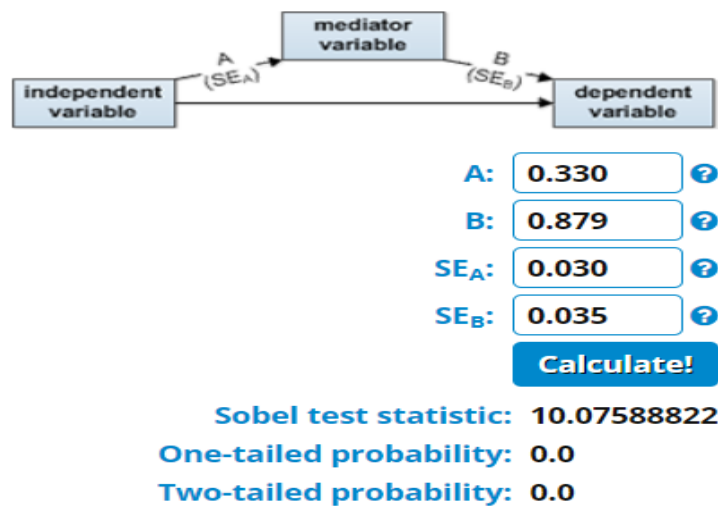


Figure 3. H7 Test

The H7 test as shown in Figure 3 obtains a T statistic $10.07 > 1.96$ and P $0.000 < 0.05$. These results indicate that H7 is accepted. This proves that work motivation mediates the harmonious passion effect on apparatus performance. Next, testing H8 is done through the Sobel calculator as shown below.

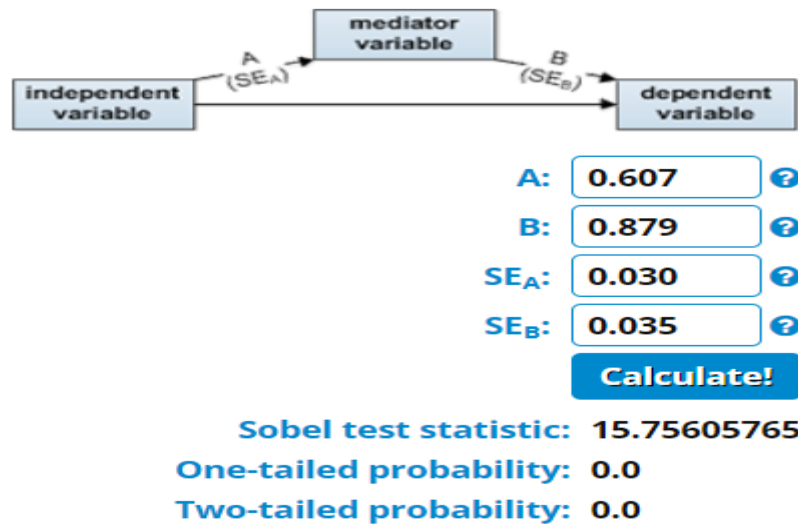


Figure 4. H8 Test

Figure 4 above shows that the test obtains a t-statistic value of $15.75 > 1.96$ and a probability value of $0.000 < 0.05$. These explain the hypothesis 8 is accepted, meaning it proves that significantly work motivation mediates the workload impact on the apparatus performance.

Discussion

Harmonious Passion on Work Motivation (H2 acceptance)

Testing H1 proves that significantly harmonious passion affects work motivation. The impact size proven is 0.330 or 33.0%, shows that the more 1-unit harmonious passion increase, the more 0.330 units work motivation increase. This study result is in line with (Benitez, Orgambidez, Cantero-Sánchez, & León-Pérez, 2023), (Pollack et al., 2020), (Kusumawardhani, 2019), (Vallerand et al., 2003), (Houffort et al., 2015). This study proves that harmonious passion is one of the important factors in increasing the work motivation of the apparatus at the SAC Banda Aceh. Therefore, the leadership of the SAC Banda Aceh needs to continue to maintain and strive to improve harmonious passion in the SAC Banda Aceh environment. Increasing harmonious passion through a variety of experiences can be achieved by providing opportunities for all apparatus to be involved in various activities or tasks so that they do not feel bored and tired of the existing workload. Furthermore, encouraging job rotation or cross-training so that the apparatus can gain new skills and experiences. The leadership of the SAC Banda Aceh must also often hold workshops or different training to enrich the knowledge and skills of the apparatus.

To increase the work motivation of the SAC Banda Aceh apparatus through harmonious passion, the leadership of SAC Banda Aceh must provide recognition and appreciation to each apparatus for their contributions and achievements, both formally and informally, convey appreciation directly and personally, for example through words of thanks, certificates of appreciation, or performance bonuses, provide a supportive and comfortable work environment, as well as facilities that make employees feel appreciated. In addition, it is also important for the leadership of SAC Banda Aceh to provide autonomy to the apparatus in carrying out their duties, so that they feel they have control over their work. In addition, the SAC leaders must also provide constructive and supportive feedback so that employees can

continue to develop and feel confident. By implementing these efforts, they can help create a more harmonious and enthusiastic work environment, so that the apparatus feels more motivated and productive in their work.

Workload on Work Motivation (H3 acceptance)

Testing H2 proves that significantly workload affects work motivation. The impact size proven is 0.607 or 60.7%, explains that the more 1-unit workload management and distribution optimum, the more 0.607 units work motivation increase. It is consistent with (Rahmawati et al., 2023) and (Taqwa et al., 2021), The results of this study reject the results of research conducted by (Efendi et al., 2022), (Hafni et al., 2022). This study result explains that it is essential for all levels of SAC Banda Aceh leadership to map out the distribution of workloads that follow the fields and abilities of each apparatus. A workload that does not pile up will be able to provide efficient working time for all apparatuses to complete their work. In addition, the ranks of SAC Banda Aceh leadership must also routinely control and evaluate the performance of their apparatus so that continuous control and the distribution of appropriate workloads will increase work motivation for each apparatus. In addition, to eliminate boredom in working, the leadership needs to provide opportunities by providing a budget to reward employees who have performed well and participate in self-development activities such as workshops, training, and education outside the region. In addition to eliminating boredom due to workload, these activities will also have other positive effects on increasing employee work motivation.

Harmonious Passion on Apparatus Performance (H4 acceptance)

Testing H3 proves that significantly harmonious passion affects Apparatus performance. The impact size proven is 0.084 or 8.4 %, means that the more 1-unit harmonious passion increase, the more 0.084 units the performance increase. This research is in line with (Benitez et al., 2023), (Fawwaz & Andriyani, 2023), (Pollack et al., 2020), (Curran, Hill, Appleton, Vallerand, & Standage, 2015). Harmonious passion is a type of passion where individuals engage in activities they love voluntarily and with a healthy balance between work and personal life. When employees have a harmonious passion for their work, they tend to be more enthusiastic about giving their best in their tasks (Pollack et al., 2020). Therefore, the leadership of SAC Banda Aceh needs to continue to strive to maintain and improve harmonious passion. Harmonious passion not only increases individual productivity but also creates a positive and highly competitive work environment.

Efforts to improve the harmonious passion of SAC Banda Aceh officials can be made in several steps, such as providing more opportunities for officials to be involved in various tasks and projects so that they can enrich their experience and expertise. They are furthermore, improving the reward and recognition system for good performance so that officials feel appreciated and motivated. The leadership of SAC Banda Aceh must also create a supportive and inspiring work environment that allows officials to experience satisfying and memorable work moments, ensuring that organizational values are aligned with the personal values of officials which can increase their involvement and commitment. In addition, the leadership of SAC Banda Aceh must also provide officials with more autonomy in their work, so that they feel they have greater control over their tasks but must still be evaluated periodically for the progress of the implementation of the work. These efforts will of course have a direct impact on the quality of work, quantity of work, work time, integrity, work discipline, commitment, and teamwork.

Workload on Apparatus Performance (H5 rejections)

Testing H5 proves that workload insignificantly affects Apparatus performance. This is in line with (Rahmawati et al., 2023), (Efendi et al., 2022), (Taqwa et al., 2021) who also proved that workload did not affect the performance of the apparatus. Workload can be defined as the number of tasks/responsibilities assigned to a person to be completed within a certain period. The accumulation of workload will cause the apparatus to be ineffective and inefficient in completing its tasks. In addition, an unbalanced division of workload between members will cause them to be unable to complete their tasks properly. This is due to the many challenges faced by each apparatus in various jobs. Regarding workload conditions, respondents' responses prove that the workload distribution indicator in SAC Banda Aceh obtained an average value of 3.32, in addition, the stress and work pressure indicators obtained an average value of 3.38. These values on a Likert scale are in the less good category. Balanced workload distribution management and work stress management are the keys to improving the performance of the apparatus. To achieve a balanced workload distribution, an in-depth analysis of the capacity and competence of each apparatus is needed. Each task must be allocated according to the expertise and capacity of the individual so that they can complete it efficiently. Good scheduling and clear priority setting are also important to ensure that each apparatus has a realistic and measurable workload.

In addition, the use of technology and effective information management systems can help in monitoring and managing workloads in a more structured manner. With transparency in task distribution, each apparatus can clearly understand its roles and responsibilities. Proper task delegation also plays an important role, where administrative or routine tasks can be transferred to appropriate staff, allowing apparatus to focus on strategic tasks that require special skills. Work stress management is also an important aspect that must be considered. Apparatus needs to be given emotional support and adequate facilities to manage work pressure. Training programs and workshops on stress management, as well as the provision of counseling services, can help apparatus in overcoming the emotional challenges they face. Creating a supportive work environment with open communication between management and staff is also important, so that problems can be identified and resolved collectively. Adequate rest and relaxation time should also be encouraged to maintain a balance between work and personal life. Activities that promote physical and mental well-being, such as sports and recreation, can help employees relieve stress and return to work with renewed energy. With effective stress management, employees can work more focused, creative, and productive, thus positively impacting their overall performance.

Work Motivation on Apparatus Performance (H6 Acceptance)

Testing H6 proves that significantly work motivation affects Apparatus performance. The impact size proven is 0.879 or 87.9 %, means that the more 1-unit work motivation increases, the more 0.879 units the performance increase. Motivation is a variable that has the largest role compared to other variables in influencing the performance of the SAC Banda Aceh apparatus. This study result is consistent with (Al-Aamri et al., 2024), (Rahmawati et al., 2023), (Hakim et al., 2023), (Efendi et al., 2022), (Hafni et al., 2022), (Taqwa et al., 2021), (Andriansyah et al., 2021), (Sinambela, 2021) where they also proved that the performance of the apparatus was positively and significantly influenced by work motivation. Respondents' perceptions from the survey result, about the work motivation variable, show the average value is 3.96, where this

value perceives that the work motivation of the SAC Banda Aceh apparatus is good. However, this work motivation can change suddenly, which depends on the conditions within the SAC organization itself. Changes in motivation can be caused by internal and external factors, therefore the ranks of the SAC Banda Aceh leadership need to continue to maintain and develop things that can increase the work motivation of the apparatus. One of them can be done by creating a harmonious and safe work environment.

To increase work motivation, the leadership of SAC Banda Aceh must set clear and measurable goals for each apparatus. In addition, providing awards or incentives and recognition both in writing and verbally will give each apparatus the desire and desire to succeed in carrying out its responsibilities as an apparatus. To encourage the apparatus, the leadership can do so by understanding the needs of individuals and teams, and trying to fulfill them, both physical and psychological needs. The leadership also needs to help each apparatus set and achieve their long-term career goals and provide opportunities for apparatus to be involved in jobs that will impact improving their careers. The leadership also needs to encourage and facilitate each apparatus to participate in self-development programs, hold interesting and varied activities outside of work routines such as social activities, sports, and family gatherings. These efforts will have a positive impact on growing and increasing the motivation of the apparatus, which will have a positive impact on improving the performance of the apparatus in the future.

Harmonious Passion on Apparatus Performance Through Work Motivation (H7 Acceptance)

Testing H7 proves that significantly work motivation mediates the harmonious passion impact on apparatus performance. The significant value for all paths (A, B, C, and C') is below.

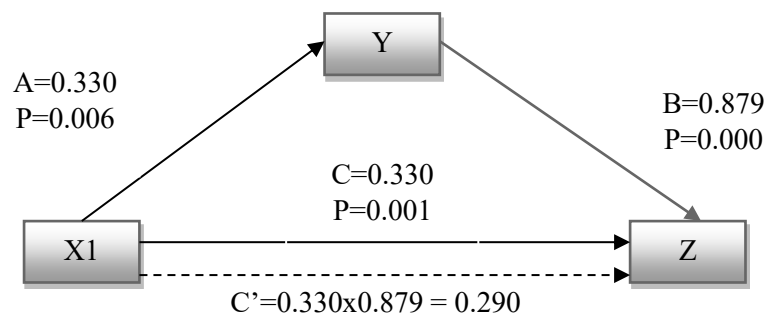


Figure 5. H7 Model

Figure 5 explains that for the direct effect, harmonious passion towards motivation shows (H2 acceptance) the coefficient A 0.330 with its p 0.006; motivation towards performance shows (H6 acceptance) the coefficient B 0.879 with its p 0.000, and harmonious passion towards performance shows (H4 acceptance) the coefficient C is 0.084 with its p 0.006. Furthermore, the indirect effect of H7, harmonious passion towards performance shows (H7 acceptance) a coefficient C 0.290 with its p 0.000, indicating that the more 1-unit work motivation increases, the more 0.290 units harmonious passion effect on performance increases. These results also show that work motivation functions as a partial mediation in H7 acceptance, because the harmonious passion can affect performance within or without motivation as its mediator. Therefore, the leader needs to continue to strive to maintain and grow the work motivation of their apparatus. Strong work motivation strengthens the apparatus in facing challenges and work pressures so that they can remain productive and achieve. This motivation also helps them

to stay focused and enthusiastic in carrying out daily tasks, which ultimately improves the quality of performance. It can be concluded that work motivation is not only the main driver in driving the performance of the apparatus but also an important link that strengthens the positive impact of harmonious passion on their performance. This shows that management must not only focus on increasing harmonious passion among the apparatus but must also actively manage and improve their work motivation to achieve optimal performance.

Workload on Apparatus Through Work Motivation (H8 Acceptance)

Testing H8 proves that significantly work motivation mediates the workload impact on SCA apparatus performance. The calculation for all paths (A, B, C, and C') is shown below

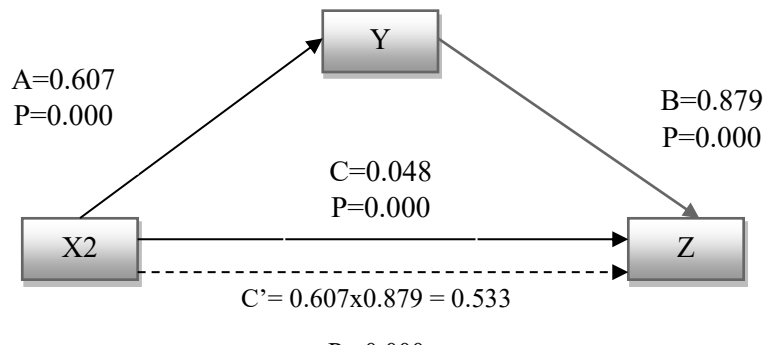


Figure 6. H8 Model

Figure 6 explains that for the direct effect, workload towards motivation shows (H3 acceptance) the coefficient A 0.607 with its p 0.000; motivation towards performance shows (H6 acceptance) the coefficient B 0.879 with its p 0.000, and workload towards performance shows (H5 rejection) the coefficient C is 0.048 with its p 0.189. Furthermore, the indirect effect of H8, workload towards performance shows (H8 acceptance) a coefficient C 0.533 with its p 0.000, indicating that the more 1 unit work motivation increase, the more 0.290 units workload effect on performance increase. These results also show that work motivation functions as a full mediation in H8 acceptance, because the harmonious passion can affect performance only within motivation as its mediator. This result is in line with the results of research that has been conducted by (Sari et al., 2019) and (Anita et al., 2019) where they prove that workload influences the performance of civil servants through work motivation. Work motivation serves as a bridge between workload and apparatus performance. A high workload can improve performance if accompanied by high work motivation. For example, motivated apparatuses tend to see workload as a challenge that can improve skills and provide opportunities for career development. They will try hard to complete tasks well and achieve the targets set. However, without adequate motivation, a high workload can hinder performance. Unmotivated officials may feel overwhelmed and less enthusiastic about completing their tasks. Therefore, the leadership of SAC Banda Aceh needs to focus on strategies to increase work motivation, such as providing support, rewards, and career development opportunities, so that workload can be transformed into a factor that encourages positive performance.

5. Conclusion

The results conclude that the harmonious passion, workload, work motivation, and civil servant performance were good in SAC Banda Aceh apparatus, positively harmonious passion significantly affects work motivation, positively workload significantly affects work

motivation, positively harmonious passion significantly affects Apparatus performance, workload does not significantly affect Apparatus performance, positively work motivation significantly affects Apparatus performance, positively work motivation significantly mediates the harmonious passion on Apparatus performance, and positively work motivation mediates the workload on SAC performance apparatus. The results also explain that motivation is proven to be significant as a partial mediator in the harmonious passion model affecting performance, and as a full mediator in the workload model affecting performance. So the performance improvement model in the apparatus is proven to be a function of strengthening harmonious passion, optimizing workload, and increasing the work motivation of its apparatus. This premise proves that previous theories apply to government apparatus in SAC, and academically can be used for further research development. Further, researchers can utilize related variables by adding new variables and research scopes to other court government apparatuses. Practically, this model can be used by policymakers to develop strategies to improve the performance of SAC apparatus, especially for research subjects (SAC Banda Aceh), and generally for SAC in Indonesia.

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