



THE EFFECT OF WORK ASSESSMENT AND WORKLOAD ON JOB SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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ABSTRACT

Introduction: This study aimed to determine the influence of performance assessment and workload on job satisfaction, which has an impact on employee performance at the Mojokerto Regency DPRD secretariat office.

Methods: This research uses a quantitative approach. The population of this study consists of 52 employees working at the Mojokerto Regency DPRD Secretariat office. Research that uses all members of the population is called a total sample or census. This study employs a research instrument in the form of a questionnaire. The respondents' answers are then tabulated and processed using the Warp PLS Version 6 program.

Results: Research findings indicate that the impact of work assessment on employee satisfaction has not been proven to be significant. This is due to employee dissatisfaction with their performance assessment. It has been proven that workload has a significant impact on employee satisfaction; this means that effectively managing the existing workload can have a positive impact on increasing employee job satisfaction. It is not proven that work assessment has a significant effect on performance. This demonstrates that performance assessment is subjective. It is proven that workload has a significant impact on performance. It has been proven that the higher the workload assigned, the greater the employee's performance will increase. It is proven that employee satisfaction has a significant effect on performance; this is proven by the fact that employee performance provides satisfaction for the employees themselves. It is proven that work assessment has an impact on performance through job satisfaction. It has been proven that workload has an impact on performance, as measured by job satisfaction, at the Mojokerto Regency DPRD Secretariat Office.

INTRODUCTION

Human resources (HR) are an organization's primary asset because they serve as the driving force behind all other resources. The primary challenge for organizations, including government agencies, is developing qualified, innovative, and high-performing HR. Employee performance is a crucial factor in supporting organizational effectiveness and progress. (Taurisa, 2012) One agency that pays attention to this aspect is the Mojokerto Regency DPRD Secretariat, which has a strategic role in supporting the implementation of the DPRD's duties and functions, from drafting regional regulations to providing administrative services.

The problem that arises is the difference in workload between units, which creates inefficiency and can reduce employee performance. Furthermore, performance appraisals that are not fully objective and transparent can also lead to job dissatisfaction. Yet, employee job satisfaction significantly impacts motivation and work performance. (Robbins, 2015) Therefore, it is important to examine the relationship between performance appraisal, workload, job satisfaction, and employee performance.

In general, the DPRD secretariat has the task of assisting in carrying out all DPRD efforts and activities, including the implementation of information, finance, and administration, as well as assistance in carrying out the DPRD's duties, authorities, and obligations. Another actor in every DPRD's success in carrying out its duties and functions is the DPRD secretariat. The council secretariat has an important position in supporting the performance of the people's representatives, starting from arranging preparations for plenary sessions to the personal affairs of DPRD members, assisted by the DPRD secretariat. Every issuance of Regional Regulations is inseparable from the existence of the DPRD Secretariat, where the formation of draft Regional Regulations is prepared and prepared by the DPRD secretariat.

Performance is a combination of ability, effort and opportunity that can be assessed from the results of the work. (Arifin, 2022) A good work performance assessment can be reflected in an employee's success in carrying out the tasks assigned to him. Meanwhile, according to (Wibowo, 2016) He stated that performance is the value of a series of employee behaviors that contribute, either positively or negatively, to organizational success. Contributions encourage employees to develop ideas and concepts that will later be implemented for the advancement of the organization.

Employee job satisfaction and performance are the main pillars in carrying out employee work activities, both in private organizations and government agencies, including in this case the Regional Secretariat Office of Mojokerto Regency. (Robbins, 2015) said that employees with a high level of job satisfaction will have positive feelings about their work, and vice versa, employees with a low level of satisfaction will have negative feelings about their work. Job satisfaction is generally an individual thing, each individual has a different level of job satisfaction according to their desires and value systems. Employee job satisfaction is very important and has a big influence on the progress of the organization, because it can affect various organizational activities. Organizations must know what 3 things cause satisfaction or dissatisfaction of an employee working in the organization. Job satisfaction reflects a person's feelings about their work which can be seen from the employee's attitude.

In order for the Work Assessment to run optimally, it is necessary to have a fair and non-discriminatory work assessment, and must be accurate with 4 clear benchmarks, deviant or inappropriate work assessments can have a negative effect on the organization in the form of a decline in employee performance which has an impact on many disciplinary actions which are manifestations of employee disappointment over the results of the performance assessment, sometimes it is not uncommon for the results of the performance that have been carried out and can be said to be in accordance with reality to also cause dissatisfaction from some employees, so it is also necessary for the results of the work assessment to be transparent and communicated so that every employee and leader can align their perceptions of the results of the work assessment.

Objective work assessment and fulfillment of employee job satisfaction are related to the provision of workload to employees in carrying out their work. . Workload, both physical workload and mental workload. Workload is very important for an agency. By providing an effective workload, the organization can determine the

extent to which employees can be given the maximum workload and the extent of its influence on the performance itself. Employees who are not disciplined in utilizing work time will have an impact on the workload piling up, so that it takes more time than the normal work time specified to complete the assigned tasks. Workload is the amount of work that must be borne by a position/organizational unit and is the result of the multiplication of work volume and time norms. Based on field observations, it was found that there are differences in workload between one field and another or between one work unit and another, on the one hand there are work units that have 5 quite high workloads on the other hand there are also work units with less workloads, this results in differences in the workload carried out so that there can be accumulation and vacancies of employees in several work units. inefficiency in work can affect the decline in employee performance. The aim of this study was to determine the performance assessment and workload on employee performance through job satisfaction as a mediator for Mojokerto Regency DPRD employees.

LITERATURE REVIEW- Heading 1 (Times New Roman 10, Bold, Align Left, UPERCASE)

Performance assessment

Performance Appraisal according to(Mathis, R & Jackson, J, 2015)is the process of evaluating how well employees perform when compared to a set of standards and then communicating this to employees. Performance appraisal is also known as employee assessment, employee evaluation, performance review, performance evaluation and performance appraisal guidelines..

Workload

The term workload is often interpreted as something that is burdensome or stressful for a person's life. According to the Big Indonesian Dictionary, workload is defined as the ability (capability, skill) possessed to solve problems, so that with this ability, one can function and produce proportionally according to one's duties and functions. According to(Munandar, 2016)

Job satisfaction

(Robbins & Judge, 2014)Job satisfaction is defined as an individual's general attitude toward their work, the difference between the amount of reward a worker receives and the amount they believe they should receive. Job satisfaction is determined by several factors, namely mentally challenging work, supportive working conditions, supportive coworkers, and personality compatibility with the job.

Employee Performance

Performance is work achievement which is the result of implementing a work plan made by an institution which is carried out by leaders and employees (HR) who work in government and company (business) institutions to achieve organizational goals.(Abdullah, 2014)The term "performance" is often interpreted as "performance," "work results," or "work accomplishments." Performance has a broader meaning, not just stating the results of work, but also how the work process occurs. Performance is about getting those 37 tasks done.

HYPOTHESIS

Performance Appraisal on Job Satisfaction

Previous research conducted by(Sancoko & Sugiarti, 2023)where in this study the results show that work assessment has a positive and significant impact on job satisfaction, while in previous research conducted by Agustin (2014) it was found that work assessment has a positive but not significant impact on employee job satisfaction (having the same results as the current study). The existence of differences or similarities according to researchers is due to exclusive aspects or factors or special or distinctive characteristics of different research locations. According to(Dessler, 2003)The purpose of performance appraisal is some of them are first as a basis for decision making used as promotion, dismissal, determining the amount of remuneration to be given; second To measure work performance, namely the extent to which employees can succeed in their work and third As a tool to increase employee work motivation so that the company's goals are achieved to get the best results, From these three aspects in practice in the field, there are 93 differences in implementation, where work appraisal does not have much impact on promotion or career development but the proximity factor is one indicator that greatly influences employee career development, besides that sometimes work appraisal is only done as a formality so that it cannot differentiate too clearly between ordinary employees and high-achieving employees, This is what makes work appraisal have less impact on job

satisfaction, or theoretically According to(Mangkunegara, 2014)regarding the theory of job satisfaction, namely the balance theory (equity theory), according to this theory, employee satisfaction or dissatisfaction is the result of comparing their own input-outcome with the comparison of input-outcome of other employees (comparison person). So, if the comparison is felt to be balanced (equity) then the employee will feel satisfied, but if there is an imbalance (inequity) it can cause dissatisfaction or dissatisfaction.

Workload on Job Satisfaction

Previous research conducted by(Wahyuni & Irfani, 2019), where in previous research it has resulted that the workload has a negative and significant influence on employee job satisfaction, where the basis for this reason is the condition of the workload of PT, Kepsindo Indra Utama Padang is excessive and does not receive commensurate returns, Workload is often interpreted as something that is burdensome or pressing for the life of an employee, however with good management the workload will correlate with job satisfaction because the workload or additional workload will be linear with the reward given by the organization to employees, According to the rules of the meaning of workload according to Permendagri no. 12/2008 the workload is the amount of work that must be borne by a position or organizational unit and is the result of the multiplication of work volume and time norms, so that if there is an additional workload outside the main workload then according to the rules it is not justified but in the context of the workload of employees in the Mojokerto Regency DPRD Secretariat agency this is slightly different, because in reality employees have a double job, namely in terms of duties under the regional government (executive) and on the other hand helping to organize programs from the Mojokerto Regency DPRD Secretariat. (legislative), the addition of this workload is also accompanied by the provision of incentives or similar things which are categorized as reasonable so as to create a sense of satisfaction in working, not to mention the frequency or number of mentoring activities 95 or out-of-area assignments which can sometimes eliminate the feeling of boredom or saturation from general administrative work,

Performance Assessment of Performance

Previous research conducted by(Agustin, 2019)where in previous research the research results showed that work assessment had a positive but not significant effect on employee performance at PT, West Kalimantan Regional Development Bank, Sekadau Branch, According to(Fahmi, 2017), that when a performance appraisal is carried out, there are several problems that are often encountered, one of which is that the performance appraisal that is carried out is sometimes subjective, in the sense that the party assessing the performance concludes and recommends based on the views and thoughts that he has, the work appraisal is carried out by superiors where sometimes superiors give different values from the practice in the field because of a feeling of discomfort because they know each other (especially sometimes 96 some employees have relatives or family who previously or are currently working in the same regional government agency and have a history with the leader) so that there are suggestions or input so that the work appraisal can be objective, it is necessary to hold an external work appraisal from an independent team or organizer,

Workload on Performance

Previous research conducted by(Dwinati et al., 2019), where in this study it is proven that the workload has a negative and significant effect on the performance of employees in the Mataram City Cleaning Service, Workload is an extrinsic individual factor that is one of the sources of the emergence of performance problems, because the workload they face is too high, This condition requires employees to provide more energy than usual in completing their work, not all employees have the same level of resistance to pressure from the workload, but all of this depends on each individual, meaning that the tasks will be completed well or not depending on how a person experiences the workload they feel, According to(Gordon, 2003)to reveal the workload there are three aspects, namely mental burden, physical burden and time, the problem of workload in this study is more towards the workload in terms of physical and time where it cannot be denied that even on holidays (national holidays) especially employees still come in to help or supervise the course of the event activities, but even so it is always followed by a budget in the form of providing incentives such as clothes or costumes to be worn, additional honorarium and so on so that this sometimes makes the employee's fatigue paid off and not infrequently employees compete to volunteer in doing additional workload, this is the basis that the existing workload has a positive impact on performance,

Job Satisfaction with Performance

Previous research conducted by (Wahyuni & Irfani, 2019) and in previous research it was shown that 98 job satisfaction had a positive and significant influence on employee performance. This was due to the absorption of employee aspirations by leaders and policy makers related to employee welfare, this was in accordance with the theory of job satisfaction, namely the theory of expectancy (expectancy theory). (Gordon, 2003) states that: $Valence \times Expectation = Motivation$ Description: a, Valence is the strength of a person's desire to achieve something, b, Expectation is the possibility of achieving something with a certain action, c, Motivation is the driving force that has a direction towards a certain goal, The application of this theory is because each employee has a different satisfaction index, some are oriented towards giving non-material rewards and some are material, so that the realization of job satisfaction to be effective must be in accordance with the needs so as to provide a motive for employees to contribute to more optimal performance,

Job satisfaction as a mediator of the influence of performance appraisal on performance

Based on the results of statistical calculations using SEM, it can be seen that there is a significant influence of the performance appraisal system on Job Satisfaction. The statistical results also show that there is a significant influence of job satisfaction on employee performance. Meanwhile, the influence of the performance appraisal system on employee performance based on statistical results is also significant. The conclusion of this analysis. Job satisfaction as a mediator of the Effect of Workload on Performance, then H_0 is rejected and H_a is accepted. (Ferdiane, et al, 2018) Thus, the hypothesis stating that the performance appraisal system with job satisfaction intervening has a significant effect on employee performance at the Wringinanom Sugar Factory is proven true or H_7 is accepted. The results of this study are in line with the opinion of (Hasibuan, Malay, 2016) The implementation of performance appraisals aims to increase employee job satisfaction levels through recognition of their work results. Job satisfaction can lead to increased employee performance, while good performance can lead to job satisfaction. (Setiawan & Waridin., 2016)

Job satisfaction as a mediator of the influence of workload on performance

An increase in the workload will reduce the level of job satisfaction felt by employees, the higher the workload target felt by employees, this shows that it will be less likely to achieve an optimal level of employee job satisfaction. (Kirana, et al, 2020) And if this continues, it will have a negative impact on the company's performance. Excessive workload conditions, which cause employees to be required to be able to complete their work as a form of responsibility to the company, will cause a decline in employee performance which has an impact on employee dissatisfaction. (Asrtuti, Herawati, & Sepytarini, 2022) The above statement is supported by research conducted by (Alwi & Suhendra, 2019) with the results that workload has a significant negative effect on employee performance with job satisfaction as an intervening variable.

RESEARCH METHODS

This study uses a quantitative approach with an explanatory research type because it aims to test the causal relationship between variables, namely work assessment and workload as independent variables, job satisfaction as a moderating variable, and performance as a dependent variable. (Supriyanto, and Maharani, 2013) The entire population of 52 employees was sampled using a total sampling technique to ensure accurate and bias-free results. Data were collected through a five-point Likert-scale questionnaire, observation, and literature review, using primary and secondary sources to strengthen validity through triangulation. The instrument was tested for validity and reliability using SPSS version 22 with Pearson correlation and Cronbach's Alpha. (Sugiyono, 2015) Data analysis was conducted using Partial Least Squares (PLS) through WarpPLS 5.0 software because it is suitable for small sample sizes and can analyze relationships between latent variables simultaneously without assuming a normal distribution. Model evaluation included testing the outer model, inner model, and hypothesis using bootstrapping with R-Square, AVE, composite reliability, and Q-Square indicators. With this method, the research was designed systematically and scientifically to produce valid, reliable, and generalizable findings. (Suharsimi, 2022).

RESULT AND ANALYSIS-

Convergent Validity

Based on the presentation of the research data, it can be seen in Table 1 below:

Table 1.
Convergent Validity Results

Indicator	MarkLoading	p-value	Information
X1 1	0.584	<0.001	FulfilConvergent Validity
X1 2	0.554	<0.001	FulfilConvergent Validity
X1 3	0.499	<0.001	FulfilConvergent Validity
X1 4	0.430	<0.001	FulfilConvergent Validity
X1 5	0.618	<0.001	FulfilConvergent Validity
X1 6	0.729	<0.001	FulfilConvergent Validity
X1 7	0.768	<0.001	FulfilConvergent Validity
X1 8	0.746	<0.001	FulfilConvergent Validity
X2 1	0.534	<0.001	FulfilConvergent Validity
X2 2	0.750	<0.001	FulfilConvergent Validity
X2 3	0.702	<0.001	FulfilConvergent Validity
X2 4	0.524	<0.001	FulfilConvergent Validity
X2 5	0.524	<0.001	FulfilConvergent Validity
X2 6	0.524	<0.001	FulfilConvergent Validity
Y 1	0.770	<0.001	FulfilConvergent Validity
Y 2	0.647	<0.001	FulfilConvergent Validity
Y 3	0.829	<0.001	FulfilConvergent Validity
Y 4	0.848	<0.001	FulfilConvergent Validity
Y 5	0.403	<0.001	FulfilConvergent Validity
Y 6	0.406	<0.001	FulfilConvergent Validity
Y 7	0.499	<0.001	FulfilConvergent Validity
Z 1	0.874	<0.001	FulfilConvergent Validity
Z 2	0.877	<0.001	FulfilConvergent Validity
Z 3	0.897	<0.001	FulfilConvergent Validity
Z 4	0.891	<0.001	FulfilConvergent Validity
Z 5	0.795	<0.001	FulfilConvergent Validity
Z 6	0.409	<0.001	FulfilConvergent Validity
Z 7	0.449	<0.001	FulfilConvergent Validity

Source: Data processed by researchers, SmartPLS

Based on the table above, the results of data processing show that the overall loading factor value is above 0.4 and has a p-value of <0.001, so it can be concluded that all indicators of the work assessment construct, workload, job satisfaction and employee performance have met the convergent validity criteria.

AVE

Based on the presentation of the research data, it can be seen in Table 1 below:

Table 2.
AVE Results

Average Variance Extracted(AVE)			
Latent Variables	AVE	Criteria	Information
Work Assessment (PK)	0.593	>0.50	FulfilConvergent Validity
Workload (K)	0.788	>0.50	FulfilConvergent Validity
Employee Satisfaction (KP)	0.576	>0.50	FulfilConvergent Validity
Performance (KP)	0.573	>0.50	FulfilConvergent Validity

Source: Data processed by researchers, SmartPLS

Based on the table above, it was found that the overall AVE value for each variable met the criteria, namely above 0.50. For the work assessment variable, the AVE was 0.593, the workload variable was 0.788, the employee satisfaction variable was 0.576, and the performance variable was 0.573.

Reliability Composite

The next test is the construct reliability test which can be measured with 2 criteria, namely composite reliability and Cronbach's alpha. A construct is declared reliable if the composite reliability value is > 0.70 and Cronbach's alpha is greater than 0.6. The following are the results of the output in table 3:

Table 3.
Composite reliability results

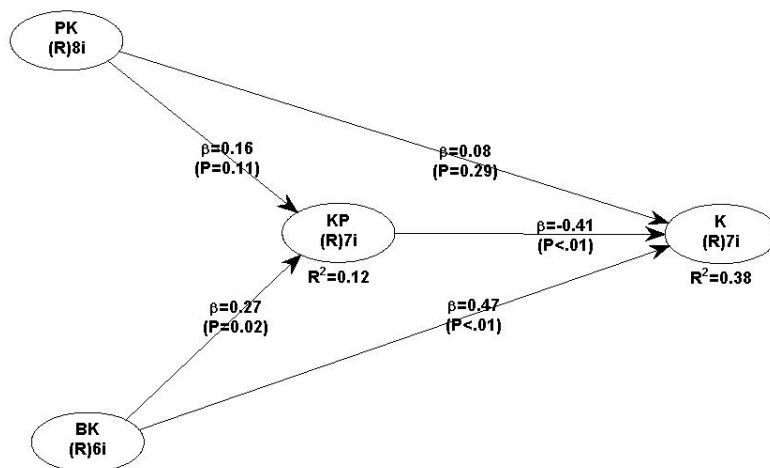
	PK	BK	KP	K	Criteria	Note
Composite	0.833	0.957	0.768	0.893	>0.70	Reliable
Cronbach's Alpha	0.773	0.946	0.666	0.850	>0.60	Reliable

Source: Data processed by researchers, SmartPLS

Based on the table above, the results show the composite reliability of each construct, namely work assessment (0.833), workload (0.957), employee satisfaction (0.768) and performance (0.893). The results of Cronbach's alpha also show that work assessment (0.773), workload (0.946), employee satisfaction (0.666) and performance (0.850). Based on the results of composite reliability and Cronbach's alpha, it can be concluded that all variables have met the composite reliability criteria.

PLS Hypothesis T

The followir on data processing:



been obtained based

Source: Data Processing Results, Smartpls

Testing of all hypotheses will be analyzed based on the results obtained from processing the data in the following tables.

Table 4.
Hypothesis Test Results

Criteria		PK	BK	KP	K
Path Coefficients	PK				
	BK				
	KP	0.162	0.274		
	K	0.076	0.467	0.410	
p-values	PK				
	BK				
	KP	0.110	0.016		
	K	0.289	<0.001	<0.001	
Indirect effect	PK				
	BK				
	KP				
	K	0.066	0.112		
Total Effect	PK				
	BK				
	KP	0.162	0.274		
	K	0.142	0.579	0.410	

Source: Output Results WarpPLS 5.0 which has been processed in 2019

1) First hypothesis

In this study it was not accepted because the value of work assessment on job satisfaction was $p = 0.110$ with an influence of 0.162. This means that work assessment does not have a significant effect on employee satisfaction because the p-value is greater than 0.05, so the first hypothesis in this study was not accepted (rejected). The results of this study can be interpreted that work assessment has a positive impact on job satisfaction, but the current work assessment is less than optimal or effective so it does not provide a significant or strong influence on job satisfaction. The results of this study when compared with previous studies have differences and similarities, differences in research can be seen in previous research conducted by (Sancoko & Sugiarti, 2023) where in this study the results show that work assessment has a positive and significant impact on job satisfaction, while in previous research conducted by Agustin (2014) it was found that work assessment has a positive but not significant impact on employee job satisfaction (having the same results as the current study). The existence of differences or similarities according to researchers is due to exclusive aspects or factors or special or distinctive characteristics of different research locations. According to (Dessler, 2003) The purpose of performance appraisal is some of them are first as a basis for decision making used as promotion, dismissal, determining the amount of remuneration to be given; second To measure work performance, namely the extent to which employees can succeed in their work and third As a tool to increase employee work motivation so that the company's goals are achieved to get the best results, From these three aspects in practice in the field, there are 93 differences in implementation, where work appraisal does not have much impact on promotion or career development but the proximity factor is one indicator that greatly influences employee career development, besides that sometimes work appraisal is only done as a formality so that it cannot differentiate too clearly between ordinary employees and high-achieving employees, This is what makes work appraisal have less impact on job satisfaction, or theoretically According to (Mangkunegara, 2014) regarding the theory of job satisfaction, namely the balance theory (equity theory),

according to this theory, employee satisfaction or dissatisfaction is the result of comparing their own input-outcome with the comparison of input-outcome of other employees (comparison person). So, if the comparison is felt to be balanced (equity) then the employee will feel satisfied, but if there is an imbalance (inequity) it can cause dissatisfaction or dissatisfaction.

2) Second hypothesis

In this study, it was accepted, because the value of workload on employee satisfaction was 0.016 with an influence of 0.274. This means that the workload has a significant effect on employee satisfaction because the p-value is smaller than 0.05, so the second hypothesis in this study was accepted. The results of this study can be interpreted that the workload in this agency has a positive impact and has a significant effect on employee job satisfaction, so that if the existing workload is made more effective, it will have an impact on increasing employee job satisfaction. This study has differences with previous research conducted by (Wahyuni & Irfani, 2019), where in previous research it has resulted that the workload has a negative and significant influence on employee job satisfaction, where the basis for this reason is the condition of the workload of PT, Kepsindo Indra Utama Padang is excessive and does not receive commensurate returns, Workload is often interpreted as something that is burdensome or pressing for the life of an employee, however with good management the workload will correlate with job satisfaction because the workload or additional workload will be linear with the reward given by the organization to employees, According to the rules of the meaning of workload according to Permendagri no. 12/2008 the workload is the amount of work that must be borne by a position or organizational unit and is the result of the multiplication of work volume and time norms, so that if there is an additional workload outside the main workload then according to the rules it is not justified but in the context of the workload of employees in the Mojokerto Regency DPRD Secretariat agency this is slightly different, because in reality employees have a double job, namely in terms of duties under the regional government (executive) and on the other hand helping to organize programs from the Mojokerto Regency DPRD Secretariat. (legislative), the addition of this workload is also accompanied by the provision of incentives or similar things which are categorized as reasonable so as to create a sense of satisfaction in working, not to mention the frequent or numerous mentoring activities 95 or out-of-area assignments which can sometimes eliminate the feeling of boredom or saturation from general administrative work.

3) The third hypothesis

In this study it is not accepted, because the value of work assessment on performance is $p = 0.289$ with an influence of 0.076, this means that work assessment does not have a significant effect on performance because the p-value is greater than 0.05, so the third hypothesis in this study is not accepted. The results of this study can be interpreted that the existing work assessment has a positive impact on employee performance, but the contribution of the influence given is still not strong (not significant) so that the current work assessment still requires improvement efforts. The results of this study are relevant to previous research conducted by (Agustin, 2019) where in previous research the research results showed that work assessment had a positive but not significant effect on employee performance at PT, West Kalimantan Regional Development Bank, Sekadau Branch, According to (Fahmi, 2017), that when a performance appraisal is carried out, there are several problems that are often encountered, one of which is that the performance appraisal that is carried out is sometimes subjective, in the sense that the party assessing the performance concludes and recommends based on the views and thoughts that he has, the work appraisal is carried out by superiors where sometimes superiors give different values from the practice in the field because of a feeling of discomfort because they know each other (especially sometimes 96 some employees have relatives or family who previously or are currently working in the same regional government agency and have a history with the leader) so that there are suggestions or input so that the work appraisal can be objective, it is necessary to hold an external work appraisal from an independent team or organizer,

4) The fourth hypothesis

In this study, it was accepted, because the value of workload on performance was 0.001 with an influence of 0.467. This means that workload has a significant effect on performance because the p-value is smaller than 0.05, so the fourth hypothesis in this study was accepted. The results of the study can be interpreted that the existing

workload has a positive and significant impact or influence on employee performance, so that if the existing workload is increased, it will have an impact on improving employee performance. The results of this study are in contrast to previous research conducted by (Dwinati et al., 2019), where in this study it is proven that the workload has a negative and significant effect on the performance of employees in the Mataram City Cleaning Service, Workload is an extrinsic individual factor that is one of the sources of the emergence of performance problems, because the workload they face is too high, This condition requires employees to provide more energy than usual in completing their work, not all employees have the same level of resistance to pressure from the workload, but all of this depends on each individual, meaning that the tasks will be completed well or not depending on how a person experiences the workload they feel, According to (Gordon, 2003) to reveal the workload there are three aspects, namely mental burden, physical burden and time, the problem of workload in this study is more towards the workload in terms of physical and time where it cannot be denied that even on holidays (national holidays) especially employees still come in to help or supervise the course of the event activities, but even so it is always followed by a budget in the form of providing incentives such as clothes or costumes to be worn, additional honorarium and so on so that this sometimes makes the employee's fatigue paid off and not infrequently employees compete to volunteer in doing additional workload, this is the basis that the existing workload has a positive impact on performance,

5) Fifth hypothesis

In this study, it is accepted, because the value of employee satisfaction with performance is 0.001 with an influence of 0.410, this means that job satisfaction has a significant effect on performance because the p-value is smaller than 0.05, so the fifth hypothesis in this study is accepted. The results of the study show that employee job satisfaction has a positive and significant effect on employee performance, this can be interpreted that if existing job satisfaction is increased, it will have an impact on increasing employee performance. The results of the study are relevant to previous research conducted by (Wahyuni & Irfani, 2019) and in previous research it was shown that 98 job satisfaction had a positive and significant influence on employee performance. This was due to the absorption of employee aspirations by leaders and policy makers related to employee welfare, this was in accordance with the theory of job satisfaction, namely the theory of expectancy (expectancy theory). (Gordon, 2003) states that: Valence X Expectation = Motivation Description: a, Valence is the strength of a person's desire to achieve something, b, Expectation is the possibility of achieving something with a certain action, c, Motivation is the driving force that has a direction towards a certain goal, The application of this theory is because each employee has a different satisfaction index, some are oriented towards giving non-material rewards and some are material, so that the realization of job satisfaction to be effective must be in accordance with the needs so as to provide a motive for employees to contribute to more optimal performance,

6) The sixth hypothesis

In this study, it is accepted because the value of the indirect effect of work assessment on performance through employee satisfaction has a positive magnitude / value of 0.142, where 99 direct values are 0.076 and obtain an additional indirect effect value of 0.066 so that the sixth hypothesis in this study is accepted, The results of the study show that first, partial job satisfaction in the fifth point shows a significant influence and second, job satisfaction as a mediating variable provides an additional indirect influence, based on these two things, it can be categorized that job satisfaction is an absolute mediating variable for the work assessment variable on performance in this study. This study is in line Based on the results of statistical calculations using SEM, it can be seen that there is a significant influence of the performance appraisal system on Job Satisfaction. The statistical results also show that there is a significant influence of job satisfaction on employee performance. While the influence of the performance appraisal system on employee performance based on statistical results is also significant. The conclusion of this analysis. Job satisfaction as a mediator of the Effect of Workload on Performance, then H_0 is rejected and H_a is accepted (Ferdiane, et al, 2018) Thus, the hypothesis stating that the performance appraisal system with job satisfaction intervening has a significant effect on employee performance at the Wringinanom Sugar Factory is proven true or H_7 is accepted. The results of this study are in line with the opinion of (Hasibuan, Malay, 2016) The implementation of performance appraisals aims to increase employee job

satisfaction levels through recognition of their work results. Job satisfaction can lead to increased employee performance, while good performance can lead to job satisfaction.(Setiyawan & Waridin., 2016)

7) The seventh hypothesis

In this study, it is accepted because the value of the indirect effect of work assessment on performance through employee satisfaction has a positive value of 0.579, where the direct value is 0.467 and obtains an additional indirect effect value of 0.112 so that the seventh hypothesis in this study is accepted. The results of the study show that first, partial job satisfaction at point five shows a significant influence and second, job satisfaction as a mediating variable provides an additional indirect influence, based on these two things, it can be categorized that job satisfaction is an absolute mediating variable for the workload variable on performance in this study. This study is in line with the increase in workload will decrease the level of job satisfaction felt by employees, the higher the workload target felt by employees, this indicates that it will be smaller to achieve the optimal level of employee job satisfaction.(Kirana, et al, 2020)And if this continues, it will have a negative impact on the company's performance. Excessive workload conditions, which cause employees to be required to be able to complete their work as a form of responsibility to the company, will cause a decline in employee performance which has an impact on employee dissatisfaction.(Asrtuti et al., 2022)The above statement is supported by research conducted by(Alwi & Suhendra, 2019)with the results that workload has a significant negative effect on employee performance with job satisfaction as an intervening variable.

CONCLUSION-

Based on the analysis results obtained and discussed in the previous chapter, it can be concluded that it is not proven that work assessment has a significant effect on employee satisfaction at the Mojokerto Regency DPRD Secretariat Office. It is proven that workload has a significant effect on employee satisfaction at the Mojokerto Regency DPRD Secretariat Office. It is not proven that work assessment has a significant effect on performance at the Mojokerto Regency DPRD Secretariat Office. It is proven that workload has a significant effect on performance at the Mojokerto Regency DPRD Secretariat Office. It is proven that employee satisfaction has a significant effect on performance at the Mojokerto Regency DPRD Secretariat Office. It is proven that work assessment has an effect on performance through job satisfaction at the Mojokerto Regency DPRD Secretariat Office. It is proven that workload has an effect on performance through job satisfaction at the Mojokerto Regency DPRD Secretariat Office.

Based on the research results, researchers can provide suggestions in efforts to manage employee workloads by first dividing them according to existing regulatory references by paying attention to aspects of fairness and the number of employees in one field, secondly providing a work environment that supports work, in this case by adding wifi spots or increasing wifi speed considering the current condition of wifi which sometimes has problems so that it makes employee workloads pile up and thirdly leaders supervise employees who have difficulty in carrying out existing tasks, so that similar tasks in the future can be completed properly and correctly. 3) For leaders and related officials, in an effort to increase employee job satisfaction, it is hoped that in making policies or decisions (overtime, providing incentives, appointing training, etc.) they will consider input and suggestions from employees, so that employee perceptions or desires can be accommodated not based on personal opinions or personal closeness factors.

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