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THE EFFECT OF WORKLOAD AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE, WITH WORK MOTIVATION AS A MEDIATING VARIABLE, IN TOWER PROVIDER COMPANIES IN INDONESIA

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ABSTRACT

This study examines the effects of workload and career development on employee performance, with work motivation serving as a mediating variable, among employees of telecommunication tower infrastructure provider companies in Indonesia. A quantitative, explanatory research design was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM), with data analyzed using SmartPLS 4.0. Data were collected from 384 employees of the four largest tower provider companies in Indonesia, selected through a combination of purposive and proportional quota sampling. The findings indicate that workload has a negative and significant effect on both employee performance and work motivation. Conversely, career development has a positive and significant effect on employee performance and work motivation, and further enhances employee performance indirectly through work motivation. Work motivation itself has a positive and significant effect on employee performance and is confirmed to partially mediate the relationships between workload, career development, and employee performance. These findings highlight the importance of proportional workload management and optimized career development programs in sustaining employee motivation and improving employee performance in the telecommunication infrastructure industry.

Keywords: Workload, Career Development, Work Motivation, Employee Performance, PLS-SEM..

1. INTRODUCTION

The telecommunication tower provider industry in Indonesia has grown rapidly in recent years, driven by the increasing demand for telecommunication infrastructure resulting from digital transformation, the expansion of 4G and 5G networks, and the rising use of data services. Major companies such as PT Dayamitra Telekomunikasi Tbk (Mitratel), PT Sarana Menara Nusantara Tbk (Protelindo), PT Tower Bersama Infrastructure Tbk (TBIG), and PT Centratama Telekomunikasi Indonesia Tbk (CENT) are required to continuously improve productivity and service quality amid intensifying competition and tenant growth.

Network expansion, tower acquisitions, and the growing number of tenants have increased the complexity of work that employees must complete, contributing to a higher physical and mental workload. At the same time, companies are required to provide clear career development systems in order to sustain work motivation and improve employee performance. A preliminary survey conducted prior to this study confirmed that workload (70% negative perception), career development (65% negative perception), and work motivation (55% negative perception) were the variables with the highest levels of negative perception among respondents, indicating that these three variables are the most dominant issues perceived to be associated with employee performance in Indonesian tower provider companies.

Human resource issues remain a central concern for organizations seeking to survive amid intensifying global competition (Dessler, 2011); no matter how adequate an organization's facilities, infrastructure, and funding may be, its activities cannot be carried out effectively without reliable human resources (Widodo, 2012; Gede et al., 2017). Excessive workload can undermine intrinsic motivation when employees perceive it as an unfair and uncontrollable demand, a phenomenon explained by the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017). Conversely, adequate career development can function as a job resource that enhances motivation by fulfilling employees' needs for growth, recognition, and a sense of future belonging within the

organization (Guan & Frenkel, 2019). Work motivation is therefore assumed to be a key mechanism explaining how perceptions of workload and career development opportunities ultimately translate into the level of performance demonstrated by employees.

Although numerous studies have separately examined the direct relationships among workload, career development, motivation, and employee performance across various sectors, a significant novelty gap remains when the specific context of tower provider companies in Indonesia is considered. Prior studies tend to test these variables partially or through direct-effect models; research that simultaneously positions work motivation as a mediating variable in the relationship between workload and career development on employee performance within the digital telecommunication infrastructure sector remains very limited. This aligns with literature reviews by Setiawan and Utama (2023) and Hidayat et al. (2024), which note that organizational-behavior mediation research remains centered on the banking and manufacturing sectors, while the digital infrastructure sector remains underexplored. The unique operational context of tower provider companies characterized by extensive fieldwork, high technological dependence, and a dynamic regulatory environment produces workload dynamics and career development expectations that differ from those in the service or manufacturing sectors generally (Yulianto & Pratama, 2022), making the positioning of work motivation as a mediating mechanism essential to comprehensively integrate the effects of workload and career development on employee performance.

Based on this empirical phenomenon and the preliminary survey results indicating the dominant influence of workload, career development, and motivation on employee performance, this study aims to: (1) examine and analyze the direct effect of workload on employee performance; (2) examine and analyze the direct effect of career development on employee performance; (3) examine and analyze the direct effect of workload on work motivation; (4) examine and analyze the direct effect of career development on work motivation; (5) examine and analyze the direct effect of work motivation on employee performance; (6) examine and analyze the mediating role of work motivation in the relationship between workload and employee performance; and (7) examine and analyze the mediating role of work motivation in the relationship between career development and employee performance—all within the context of tower provider companies in Indonesia. It is expected that this study will provide a deeper understanding of these relationships and serve as a basis for formulating more effective and sustainable human resource management strategies in the telecommunication infrastructure sector.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Employee Performance

The construct of employee performance is examined in this study through a hierarchy-of-theory approach comprising a grand theory, middle-range theories, and an applied theory. At the grand-theory level, this study draws on the Resource-Based View (RBV) introduced by Barney (1991), which posits that firms achieve sustainable competitive advantage when they possess internal resources that are valuable, rare, inimitable, and well organized; superior employee performance constitutes one such strategic asset (Aulia & Fauzi, 2025). At the middle-theory level, the study refers to Goal-Setting Theory (Locke & Latham, 1990) and Expectancy Theory (Vroom, 1964), both of which explain that performance achievement is influenced by psychological factors such as goal clarity, motivation, and the expectation that effort will lead to desired outcomes. At the applied-theory level, the study adopts the Performance Management System proposed by Bernardin and Russel (1998) and further developed by Armstrong (2021), which emphasizes practical measurement, evaluation, and improvement of employee performance through operational dimensions and indicators. Contemporary human resource management literature further conceptualizes performance through three complementary perspectives: performance as behavior (Robbins & Judge, 2022), performance as outcome (Armstrong, 2021), and performance as a unified combination of behavior and outcome (Boxall & Purcell, 2022).

2.2. Workload

Workload is explained primarily through the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017, 2023), which distinguishes between challenge demands workload that can stimulate effort and performance and hindrance demands, which, when excessive, generate stress, emotional exhaustion (burnout), and cognitive impairment, ultimately undermining performance (Kundi et al., 2021). This is complemented by Karasek's (1979) Demand-Control Model and workload measurement frameworks such as NASA-TLX (Hart & Staveland, 1988) and SWAT (Reid & Nygren, 1988), which explain how task demands that exceed an individual's capacity without adequate control precipitate performance decline. Within the tower provider industry, the operational demands of field maintenance, aggressive tower-construction targets, and continuous responsiveness to network disruptions and service level agreements (SLAs) create conditions in which workload is likely to be perceived as a hindrance demand (Kurniawan & Saputra, 2021; Mazzola & Disselhorst, 2019).

2.3. Career Development

Career development is examined through Human Capital Theory (Becker, 1964), which holds that organizational investment in employee training, coaching, mentoring, job rotation, and promotion opportunities enhances employees' knowledge, skills, and abilities (KSAs), thereby increasing productivity and performance. Empirical studies across sectors, including technology and infrastructure, consistently support a positive relationship between career development programs and individual performance (Aguinis & Kraiger, 2009; Noe et al., 2022), including longitudinal evidence from the telecommunications industry (Lee & Kang, 2022) showing that development programs focused on technical and leadership skills significantly enhance individual and team performance.

2.4. Work Motivation

Work motivation is grounded in Herzberg's (1966) Two-Factor Theory and Self-Determination Theory (Deci & Ryan, 2000; Ryan & Deci, 2020), which identify autonomy, competence, and relatedness as core psychological needs whose fulfillment drives intrinsic motivation. Excessive workload, particularly when perceived as a hindrance, diminishes employees' sense of autonomy and competence, thereby depleting intrinsic motivation (Bakker & Demerouti, 2017).

Conversely, clear career development opportunities function as a valuable job resource that satisfies employees' needs for growth, recognition, and future belonging (Guan & Frenkel, 2019), consistent with Goal-Setting Theory's (Locke & Latham, 1990) emphasis on clarity of purpose as a stimulator of motivated behavior.

2.5. Work Motivation as a Mediating Variable

Following Baron and Kenny (1986), a mediating variable is one that explains the mechanism through which an independent variable influences a dependent variable, such that the effect is transmitted through an intervening construct rather than occurring directly. Hair et al. (2022) similarly describe mediation analysis as a means of uncovering the causal mechanism underlying a relationship between exogenous and endogenous constructs, while Hayes (2022) emphasizes that mediation analysis tests whether the effect of an independent variable is channeled through a third variable, the mediator. Mediation may take the form of full mediation, in which the direct effect becomes non-significant once the mediator is introduced, or partial mediation, in which the direct effect remains significant but is reduced in magnitude (Hair et al., 2022). In this study, work motivation is positioned as the mediating variable explaining how workload and career development are translated into employee performance: workload that is proportionate to individual capacity, and career development opportunities that are clearly available, are both expected to shape the level of work motivation, which in turn drives employees toward more effective, productive, and higher-performing work behavior.

2.6. Conceptual Framework

The relationships among the four constructs examined in this study are summarized in the conceptual research framework below, in which Workload (X1) and Career Development (X2) are positioned as independent variables, Work Motivation (Z) as the mediating variable, and Employee Performance (Y) as the dependent variable.

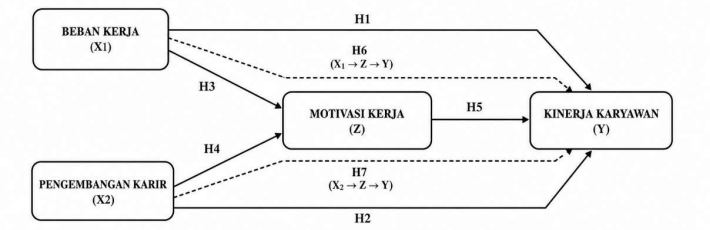


Figure 1. Conceptual Framework and Hypothesized Relationships

2.7. Hypothesis Development

H1: Workload has a significant effect on employee performance. Prior research suggests that the relationship between workload and performance is complex and non-linear, following an inverted U-shape consistent with the Yerkes-Dodson stress theory; optimal workload can function as a challenge demand that spurs effort, whereas excessive and prolonged workload, categorized as a hindrance demand, leads to stress, burnout, and reduced mental health, ultimately impairing performance (Crawford et al., 2010; Bakker & de Vries, 2021; Kundi et al., 2021). Given the demanding operational characteristics of the tower provider industry, workload in this context is expected to lie toward the higher, hindrance-oriented end of the spectrum.

H2: Career development has a significant effect on employee performance. Consistent with Human Capital Theory (Becker, 1964), investment in training, coaching, mentoring, job rotation, and promotion enhances employees' knowledge, skills, and abilities, enabling more efficient task completion, fewer errors, and faster adoption of new technologies and procedures capabilities that are especially critical in a competitive, technology-intensive industry such as tower infrastructure provision (Aguinis & Kraiger, 2009; Noe et al., 2022; Shibiti, 2020).

H3: Workload has a significant effect on work motivation. The JD-R model predicts that excessive job demands deplete employees' physical and mental energy, disrupt cognitive processes, and reduce engagement an outcome intensified when demands undermine the autonomy and competence central to Self-Determination Theory (Bakker & Demerouti, 2017; Deci & Ryan, 2000).

H4: Career development has a significant effect on work motivation. Clear and open career development opportunities function as a job resource that fulfills growth and recognition needs, thereby strengthening employees' intrinsic motivation as future prospects within the organization become more assured (Guan & Frenkel, 2019; Locke & Latham, 1990).

H5: Work motivation has a significant effect on employee performance. Vroom's (1964) Expectancy Theory holds that motivation determines the intensity, direction, and persistence of effort; higher motivation is therefore expected to translate directly into stronger task performance (Robbins & Judge, 2022).

H6: Work motivation mediates the effect of workload on employee performance. Prior studies confirm that motivational constructs such as engagement mediate the relationship between job demands and performance outcomes (Albrecht et al., 2015; Nahrgang et al., 2011), suggesting that the negative effect of workload on performance operates, at least in part, through a decline in work motivation.

H7: Work motivation mediates the effect of career development on employee performance. Within the Ability-Motivation-Opportunity (AMO) framework, motivation is frequently the key mechanism linking high-performance human resource practices including development programs—to improved individual and organizational performance (Jiang et al., 2012; Lee & Bruvold, 2023), such that career development enhances performance both by increasing capability and by increasing willingness to apply it.

3. RESEARCH METHODOLOGY

3.1 Research Design

This study adopts a quantitative approach, defined by Creswell (2014) as an approach to studying social phenomena by examining relationships among variables through an objective theoretical lens, relying on positivist principles and precise measurement and hypothesis testing (Neuman, 2014). Following Johnson and Larry's (2014) classification of scientific methods, this study employs a confirmatory method, in which hypotheses are formulated based on existing theory, data are collected to test the hypotheses empirically, and the hypotheses are tentatively accepted or rejected based on the

data. Based on its purpose, the study is descriptive, aiming to portray conditions of workload, career development, work motivation, and employee performance and to examine the relationships among these variables (Neuman, 2014). Based on its benefit, it is classified as basic research intended to enrich theoretical understanding of these relationships. Based on its time horizon, the study is cross-sectional, with data collected at a single point in time between January and June 2026 via an online questionnaire (Google Form).

The population comprises all active employees of the four largest tower provider companies in Indonesia (the "Big Four"): PT Dayamitra Telekomunikasi Tbk / Mitratel (679 employees, 14.15%), PT Sarana Menara Nusantara Tbk / Protelindo Group (2,832 employees, 59.01%), PT Tower Bersama Infrastructure Tbk / TBIG (870 employees, 18.13%), and PT Centratama Telekomunikasi Indonesia Tbk / CENT (418 employees, 8.71%), totaling 4,799 employees based on each company's official annual report. Using Cochran's (1977) formula for large populations ($n0 = Z^2pq/e^2 = 1.96^2 \times 0.5 \times 0.5 / 0.05^2$), a minimum sample size of 384 respondents was calculated. Because PLS-SEM is a non-parametric technique capable of achieving high statistical power even with relatively small samples and does not require normally distributed data (Hair et al., 2022), this minimum sample size of 384 was adopted as the final target.

Sampling was conducted using a combination of purposive sampling and proportional quota sampling. Inclusion criteria required respondents to be (1) active employees of one of the four Big Four tower provider companies, and (2) to have a minimum tenure of one year, ensuring adequate first-hand experience of workload conditions, career development schemes, and work motivation dynamics. Sample quotas were allocated proportionally to each company's share of the total population, and a total of 384 valid responses were collected and analyzed.

Data were collected through an online questionnaire survey using previously validated psychometric instruments, measured on a Likert-type scale, covering four constructs: Workload (X1), Career Development (X2, comprising career path clarity, competency development opportunity, and fairness of the promotion system), Work Motivation (Z), and Employee Performance (Y, focused on task performance encompassing quantity, quality, timeliness, and effectiveness). Secondary data were also gathered through a review of books, journals, and institutional documents to support and contextualize the primary survey findings.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analysis proceeded in two stages. The measurement model (outer model) evaluation assessed convergent validity (outer loadings > 0.70 and Average Variance Extracted, AVE, > 0.50), discriminant validity (Fornell-Larcker criterion and Heterotrait-Monotrait ratio, HTMT), and construct reliability (Composite Reliability > 0.70 and Cronbach's Alpha > 0.60). The structural model (inner model) evaluation examined collinearity via the Variance Inflation Factor (VIF, with a threshold below 5.00, ideally below 3.00), effect size (f^2, categorized as small [0.02–0.15), medium [0.15–0.35), or large [≥0.35] following Cohen, 1988, and Hair et al., 2021), and the coefficient of determination (R^2, categorized as weak [<0.33], moderate [0.33–0.67], or substantial [>0.67] following Hair et al., 2021). Hypothesis testing was conducted via bootstrapping with 5,000 resamples at a 5% significance level ($\alpha = 0.05$); with 384 respondents and 4 constructs, the degrees of freedom ($DF = n - k = 380$) yielded a critical two-tailed t-table value of 1.966. A path was deemed statistically significant when the t-statistic exceeded 1.966 and the p-value was below 0.05. Mediation effects were assessed following Cepeda et al. (2017) by comparing direct and specific indirect effects derived from the bootstrapping procedure, using path coefficients (direction and magnitude) and p-values (significance) as the decision criteria.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

A total of 384 valid responses were collected from employees across the four tower provider companies. By company, the largest share of respondents came from Protelindo (227 respondents, 59.11%), followed by TBIG (70, 18.23%), Mitratel (54, 14.06%), and CENT (33, 8.59%), broadly mirroring the companies' relative workforce sizes. By gender, the sample was predominantly male (242 respondents, 63.02%) compared with female (142, 36.98%), reflecting the field-intensive nature of tower infrastructure work. By age, the majority of respondents were aged 31–40 years (214, 55.73%), followed by 21–30 years (100, 26.04%) and over 40 years (70, 18.23%). By tenure, most respondents had worked 4–7 years (210, 54.69%), followed by 1–3 years (100, 26.04%) and more than 7 years (74, 19.27%), indicating a sample of experienced employees well positioned to evaluate the constructs under study.

4.2 Measurement Model (Outer Model)

All indicators across the four constructs demonstrated convergent validity, with outer loadings exceeding 0.70 and AVE values comfortably above the 0.50 threshold, as summarized in Table 1.

Construct	AVE	Cronbach's Alpha	Composite Reliability
Workload (X1)	0.898	0.972	0.978
Career Development (X2)	0.884	0.967	0.974
Work Motivation (Z)	0.843	0.954	0.964
Employee Performance (Y)	0.840	0.952	0.963

Table 1. Convergent Validity and Construct Reliability

Source: SmartPLS 4.0 output, processed by the researcher (2026)

Discriminant validity was confirmed through the Fornell-Larcker criterion, in which each construct's square-root-AVE value exceeded its correlations with the other constructs (Table 2), and through Heterotrait-Monotrait (HTMT) ratios, all of

which remained below the conservative 0.85–0.90 threshold, ranging from 0.026 (Career Development ↔ Workload) to 0.771 (Work Motivation ↔ Employee Performance).

Construct	Workload (X1)	Employee Performance (Y)	Work Motivation (Z)	Career Development (X2)
Workload (X1)	0.948			
Employee Performance (Y)	-0.561	0.916		
Work Motivation (Z)	-0.464	0.736	0.918	
Career Development (X2)	0.013	0.502	0.575	0.940

Table 2. Fornell-Larcker Discriminant Validity Criterion
Source: SmartPLS 4.0 output, processed by the researcher (2026).

These results confirm that the measurement model is both valid and reliable, providing a sound basis for structural model testing.

4.3 Structural Model (Inner Model)

Collinearity diagnostics indicated no multicollinearity concerns, with VIF values ranging from 1.000 to 2.237, well below the maximum threshold of 5.00 (Table 3).

Path	VIF	f-square	Effect size
Workload (X1) → Employee Performance (Y)	1.497	0.269	Medium
Workload (X1) → Work Motivation (Z)	1.000	0.497	Large
Work Motivation (Z) → Employee Performance (Y)	2.237	0.204	Medium
Career Development (X2) → Employee Performance (Y)	1.756	0.122	Small
Career Development (X2) → Work Motivation (Z)	1.000	0.756	Large

Table 3. Collinearity (VIF) and Effect Size (f^2) Results
Source: SmartPLS 4.0 output, processed by the researcher (2026).

The coefficient of determination (R^2) indicated that Workload and Career Development jointly explained 55.3% of the variance in Work Motivation, while Workload, Career Development, and Work Motivation jointly explained 64.6% of the variance in Employee Performance (Table 4).

Endogenous construct	R-square	Adjusted R-square	Category
Employee Performance (Y)	0.646	0.643	Moderate-to-substantial
Work Motivation (Z)	0.553	0.551	Moderate

Table 4. Coefficient of Determination (R^2)
Source: SmartPLS 4.0 output, processed by the researcher (2026).

4.4 Hypothesis Testing

Bootstrapping with 5,000 resamples produced the direct- and indirect-effect estimates summarized below.

Hypothesis	Path	Coefficient (O)	t-statistic	p-value	Conclusion
H1	(X1) → (Y)	-0.190	6.730	0.000	Supported
H2	(X2) → (Y)	0.234	6.881	0.000	Supported
H3	(X1) → (Z)	-0.445	> 1.966	0.000	Supported
H4	(X2) → (Z)	0.549	> 1.966	0.000	Supported
H5	(Z) → (Y)	0.427	> 1.966	0.000	Supported
H6	X1 → Z → Y	-0.190	6.730	0.000	Supported
H7	X2 → Z → Y	0.234	6.881	0.000	Supported

Table 5. Hypothesis Testing Results (Direct and Indirect Effects)
Source: SmartPLS 4.0 output, processed by the researcher (2026).

4.5 Discussion

H1 was supported: workload has a significant negative effect on employee performance (β = -0.190; t = 6.730; p = 0.000). Consistent with the Demand-Control Model (Karasek, 1979) and NASA-TLX workload theory (Hart & Staveland, 1988), task demands exceeding capacity without adequate control reflected in the extensive site coverage and stringent SLA-driven network-recovery deadlines faced by operational, maintenance, and Network Operation Center (NOC) staff translate into burnout and reduced quality and timeliness of work.

H2 was supported: career development has a significant positive effect on employee performance (β = 0.234; t = 6.881; p = 0.000). This is consistent with the Resource-Based View (Barney, 1991), in which competency development and clear career pathways render human resources a valuable and inimitable strategic asset; when employees perceive that their technical expertise is recognized through fair promotion and career advancement, they are driven to exceed operational performance standards.

H3 was supported: workload has a significant negative effect on work motivation (β = -0.445; f^2 = 0.497; p = 0.000),

a large effect. Consistent with Herzberg's (1966) Two-Factor Theory and SWAT workload theory (Reid & Nygren, 1988), the high frequency of overtime, the pressure of 24/7 network-uptime SLAs, and the threat of physical fatigue erode employees' intrinsic drive and sense of achievement.

H4 was supported: career development has a significant positive effect on work motivation ($\beta = 0.549$; $f^2 = 0.756$; $p = 0.000$), the largest effect observed in the model. Consistent with Self-Determination Theory (Ryan & Deci, 2020) and Goal-Setting Theory (Locke & Latham, 1990), clarity of promotion criteria and leadership training cultivate a sense of ownership over job responsibilities, giving employees a clear sense of future purpose within the company.

H5 was supported: work motivation has a significant positive effect on employee performance ($\beta = 0.427$; $f^2 = 0.204$; $p = 0.000$). Consistent with Vroom's (1964) Expectancy Theory and Robbins and Judge (2022), motivation determines the intensity, direction, and persistence of effort; highly motivated NOC staff and field technicians are more proactive in problem-solving, communicate more effectively across functions, and resolve tower-network disruptions more quickly and accurately.

H6 was supported: work motivation significantly and negatively mediates the effect of workload on employee performance (specific indirect effect = -0.190; $t = 6.730$; $p = 0.000$), indicating partial mediation. High workload first erodes employees' motivation and drive; the resulting decline in motivation subsequently drives down concern for work quality and responsiveness to network disruptions, ultimately undermining overall performance.

H7 was supported: work motivation significantly and positively mediates the effect of career development on employee performance (specific indirect effect = 0.234; $t = 6.881$; $p = 0.000$). A conducive career development system fuels employees' enthusiasm and drive (raising motivation), which is subsequently channeled into improved work quality, timeliness, and technical capability in the field work motivation thus functions as a catalyst that reinforces the positive effect of career development programs on ultimate performance outcomes.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the analysis of data from 384 employees of Indonesia's Big Four tower provider companies using SmartPLS 4.0, the following conclusions are drawn: (1) Workload has a significant negative effect on Employee Performance higher workload is associated with lower performance, while proportionally managed workload supports performance improvement. (2) Career Development has a significant positive effect on Employee Performance effective career development enhances performance by giving employees the opportunity to grow, gain promotion, and build competence. (3) Workload has a significant negative effect on Work Motivation excessive workload tends to erode motivation, while workload aligned with employees' capacity helps sustain it. (4) Career Development has a significant positive effect on Work Motivation stronger career development programs are associated with higher work motivation. (5) Work Motivation has a significant positive effect on Employee Performance highly motivated employees tend to work more productively, responsibly, and in a manner more oriented toward organizational goals. (6) Work Motivation significantly mediates the effect of Workload on Employee Performance, such that high workload reduces motivation, which in turn reduces performance. (7) Work Motivation significantly mediates the effect of Career Development on Employee Performance, such that effective career development programs raise motivation, which in turn contributes to improved performance.

Practical Recommendations (Corporate Management)

- Workload management: implement measurable workload analysis, redistribute tasks according to employee capacity, and establish proportional working-hour arrangements to reduce excessive pressure, sustain motivation, and improve performance.
- Strengthening career development: clarify career pathways, apply objective promotion criteria, and provide sustained training and competency development programs to raise motivation and drive performance improvement.
- Enhancing work motivation: strengthen fair reward systems, recognize employee achievement, foster a conducive work environment, and provide employees with opportunities to develop their potential and competencies.

Academic Recommendations (Future Researchers)

- Incorporate additional variables potentially influencing employee performance or work motivation, such as work-life balance, burnout, leadership style, or organizational culture, to yield a more comprehensive explanatory model.
- Extend the scope of the study to other companies or industry sectors to enable broader comparison and generalization of findings.
- Employ more diverse research methods, such as longitudinal or mixed-methods designs, to better capture changes in employee behavior over time.

Theoretical, Practical, and Managerial Implications

Theoretically, this study contributes to human resource management literature by demonstrating that workload and career development influence employee performance not only directly but also through work motivation as a mediating mechanism, reinforcing the view that motivation is the psychological bridge linking organizational policy to performance outcomes particularly within the underexplored telecommunication infrastructure sector.

Practically, the findings suggest that tower provider companies should ensure workloads are commensurate with employees' capacity and competence to avoid eroding motivation and performance, while developing transparent, objective, and sustainable career development systems that give employees clear opportunities for competency and career advancement.

Managerially, the findings indicate that human resource

management should not focus solely on task-target achievement, but should also strive to balance job demands with employee development needs through periodic workload evaluation, continuous competency development programs, and reward systems that sustain motivation in order to build a productive work environment, strengthen employee loyalty, and maintain long-term organizational performance.

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