



Received: December 01, 2024

Revised: January 07, 2025

Accepted: February 28, 2025

\*Corresponding author: S. Sahabuddin,  
Department of Management, STIE  
Makassar Bongaya, Makassar,  
Indonesia.

E-mail: [sahabundink@gmail.com](mailto:sahabundink@gmail.com)

## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

## Qualitative Study on the Effect of Workload and Motivation on Performance with Supervision and SOP as Mediator Variables

S. Sahabuddin<sup>1\*</sup>, Edy Jumady<sup>2</sup>, Yana Fajriah<sup>3</sup>

<sup>1,2,3</sup> Department of Management, STIE Makassar Bongaya, Makassar, Indonesia. Email: [sahabundink@gmail.com](mailto:sahabundink@gmail.com)<sup>1</sup>, [edy.jumady@stiem-bongaya.ac.id](mailto:edy.jumady@stiem-bongaya.ac.id)<sup>2</sup>, [yana.fajriah@stiem-bongaya.ac.id](mailto:yana.fajriah@stiem-bongaya.ac.id)<sup>3</sup>

**Abstract:** This study explores the complex relationships between workload, motivation, employee performance, and the mediating roles of supervision and standard operating procedures (SOPs) in organizational contexts. Using a qualitative research methodology based on a systematic literature review, the study synthesizes findings from both theoretical and empirical research to understand how these variables interact and influence performance outcomes. Data was collected from peer-reviewed journals, books, and organizational behavior, psychology, and management case studies. The analysis uses thematic coding to identify patterns and themes within the literature, shedding light on how the workload can act as both a motivator and a stressor, depending on the support systems in place. The findings indicate that intrinsic motivation is crucial in driving sustainable performance, while supervision and SOPs are important mediators that help stabilize performance and reduce workload-related stress. Adequate supervision, characterized by supportive guidance and feedback, enhances employee resilience in high demands, while SOPs provide structure and consistency in task execution. These results have significant theoretical implications for frameworks such as the Job Demands-Resources (JD-R) model, self-determination theory, and Leader-Member Exchange (LMX) theory. Additionally, the study offers practical recommendations for management strategies aimed at promoting sustainable employee performance. Ultimately, this research emphasizes the importance of balancing workload, intrinsic motivation, and structured support to cultivate a high-performing and resilient workforce.

**Keywords:** Workload, Motivation, Supervision, Standard Operating Procedures, Employee Performance.

**JEL Classification Code:** M12, M54, D23, J24, L25, O15.

### 1. INTRODUCTION

The complexities of organizational behavior, especially in the public and private sectors, increasingly underscore the need for comprehensive analyses of the factors influencing employee performance. Numerous studies have shown that workload and motivation are key drivers of workplace productivity, acting as critical determinants of organizational success. However, it is essential to also recognize the mediating roles of supervision and standard operating procedures (SOPs) in shaping these dynamics. The demand for optimizing performance is widespread across sectors as organizations continuously seek strategies to enhance productivity, job satisfaction, and overall efficiency. This optimization is often achieved through thoughtful adjustments in workload, motivational frameworks, and adequate supervision (Robbins & Judge, 2019). Research on the impact of workload and motivation on performance outcomes has primarily focused on direct correlations. However, there is increasing recognition of the complexity of these relationships. Specifically, workload can have both positive and negative effects on employee performance: excessive

workload may lead to burnout and decreased job satisfaction, while moderate levels of workload can serve as a motivator, driving employees to meet targets (Shirom, 2003). On the other hand, motivation is a key intrinsic factor that influences an individual's commitment, resilience, and dedication to organizational goals. Motivated employees are likelier to exceed expectations, contributing positively to organizational performance (Deci & Ryan, 2008). However, how workload and motivation interact with supervision and standard operating procedures (SOPs) remain less understood, highlighting the need for more nuanced research to explore these mediating factors (Podsakoff et al., 2007).

Employee burnout, dissatisfaction, and disengagement due to heavy workloads have become increasingly prominent in recent years. As job demands have risen, there has been a corresponding increase in employee turnover, absenteeism, and a decline in productivity (Maslach & Leiter, 2016). In response to these challenges, many organizations have recognized the critical role of motivation as a counterbalance. Institutions have implemented various standard operating procedures (SOPs) to mitigate these issues and strengthened supervision practices to create a more structured and supportive work environment. Supervision provides guidance, accountability, and feedback, which can enhance employee performance by offering a clear sense of direction (Gagné & Deci, 2005). SOPs, as standardized procedures, ensure consistent and efficient task completion, contributing to performance stability (Locke & Latham, 2002). These mediating factors are essential in improving employee performance, especially in demanding work environments.

The current study is built upon a body of research exploring the impact of workload and motivation on performance across various organizational settings. Scholars such as Robbins and Judge (2019) and Herzberg (2003) emphasize the complex interactions between workload, motivation, and performance. Their findings suggest that while a moderate workload can enhance productivity, excessive job demands may undermine employee performance. Motivation, identified as a critical factor, is examined through frameworks such as self-determination theory and Herzberg's motivation-hygiene theory, which shed light on how intrinsic and extrinsic motivators influence job satisfaction and performance (Herzberg, 2003; Ryan & Deci, 2017). Recent studies have also investigated the mediating roles of supervision and standard operating procedures (SOPs), highlighting how structured guidelines and supportive oversight help maintain consistent performance and mitigate burnout risks (Podsakoff et al., 2007). Despite these insights, there remains a gap in research on how these variables specifically mediate the relationships between workload and performance, as well as motivation and performance.

This research aims to quantitatively analyze the impact of workload and motivation on employee performance, particularly emphasizing the mediating roles of supervision and standard operating procedures (SOPs). Employing a descriptive quantitative approach, the study seeks to provide empirical insights into the interactions between these variables and evaluate how supervision and SOPs can help mitigate the adverse effects of high workload while enhancing the positive impact of motivation on performance. This research intends to offer practical implications for organizational leaders, HR managers, and policymakers by building on existing literature and utilizing rigorous data analysis methods. These insights will inform strategies to balance workload, enhance employee motivation, and optimize supervision and SOPs, ultimately leading to improved performance outcomes across various sectors.

## 2. LITERATURE REVIEW

In organizational behavior and human resource management, understanding the factors that drive employee performance is crucial for improving productivity and overall job satisfaction. Numerous studies have examined how workload, motivation, supervision, and standard operating procedures (SOPs) interact and influence performance outcomes. This literature review explores the foundational definitions of these key variables and discusses how workload and motivation affect employee performance, with supervision and SOPs as mediating factors.

### 2.1. *Workload and Its Impact on Performance*

Workload, as defined by Shirom (2003), refers to the physical and psychological demands placed on employees in their roles. The Job Demands-Resources (JD-R) model, developed by Bakker and Demerouti (2007), offers valuable insights into how workload impacts performance, leading to positive and negative outcomes. According to the JD-R model, while job demands (such as workload) can contribute to stress and burnout, they can also serve as motivators when managed effectively. This dual nature of workload is essential to understand, as it underscores the fine line between stress that enhances engagement and excessive demands that lead to burnout (Bakker et al., 2008). Studies have shown that excessive workload often leads to decreased job satisfaction, increased stress, and reduced productivity (Maslach & Leiter, 2016). However, moderate workload levels can foster a sense of challenge that motivates employees to perform at their best. These findings align with early theories of workplace stress, which suggest that workload has a non-linear impact on employee performance. Shirom (2003) discovered that job performance improves as workload increases, but only up to a certain point, beyond which performance starts to decline. Understanding this threshold is crucial for managers, as it helps optimize workload levels to enhance employee performance.

### 2.2. *Motivation: Definition and Theoretical Perspectives*

Motivation refers to the internal and external factors that drive employees to take action in pursuit of organizational goals (Deci & Ryan, 2008). Herzberg's motivation-hygiene theory posits that motivation is influenced by intrinsic factors, such as recognition and job satisfaction, and extrinsic factors, including salary and working conditions (Herzberg, 2003). According to Deci and Ryan's (2000) self-determination theory (SDT), individuals are motivated when they experience a sense of autonomy, competence, and relatedness. SDT highlights that when employees perform tasks for personal satisfaction, intrinsic motivation leads to better performance outcomes than extrinsic motivation alone (Gagné & Deci, 2005). In the workplace, motivated employees generally exhibit higher levels of engagement and performance. Locke and Latham (2002) support this, showing that goal-setting, as a form of motivation, enhances performance by providing clear objectives and a sense of purpose. Motivation also interacts with other factors, such as workload. When motivated, employees tend to be more resilient to their workload demands and are less likely to experience burnout (Gagné & Deci, 2005).

### 2.3. *The Role of Supervision as a Mediator*

Supervision, defined as the oversight and guidance provided by management, plays a crucial role in enhancing employee performance. Adequate supervision goes beyond task assignment, encompassing support, feedback, and accountability (Yukl, 2013). Research emphasizes the significance of supervision, particularly in how supportive leadership can mitigate the adverse effects of high workload on employee well-being and performance (Podsakoff et al., 2007). Supervision helps employees align their efforts with organizational goals through regular feedback and guidance, ultimately improving performance outcomes. Research by Graen and Uhl-Bien (1995) on the Leader-Member Exchange (LMX) theory highlights that a strong supervisor-subordinate relationship positively influences job performance and satisfaction. According to LMX theory, supervisors who foster positive relationships with their employees enhance commitment and motivation, which in turn helps mitigate the negative impacts of workload. Similarly, Yukl (2013) found that when supervision involves regular feedback and guidance, employees are better equipped to manage job demands, leading to improved performance and reduced burnout.

### 2.4. *Standard Operating Procedures (SOPs) and Performance*

Standard Operating Procedures (SOPs) are structured guidelines that define how tasks should be performed within an organization. Designed to ensure consistency, efficiency, and adherence to best practices, SOPs play a critical role in high-demand environments by providing a clear roadmap for

task execution. This reduces ambiguity and allows employees to focus on their work without the burden of making decisions at every step. SOPs are especially important in roles that involve repetitive or complex tasks, as they help maintain quality and prevent errors (Locke & Latham, 2002). Empirical studies show that Standard Operating Procedures (SOPs) enhance performance by reducing cognitive load and providing stability (Cohen & Bacdayan, 1994). By offering an apparent reference for expected standards, SOPs increase accountability and minimize the likelihood of errors. Research by Podsakoff et al. (2007) suggests that SOPs help mitigate the adverse effects of high workloads, as employees are less likely to feel overwhelmed when following a structured framework. Furthermore, Cohen and Bacdayan (1994) argue that SOPs facilitate learning by allowing employees to refine their performance through repetition, ultimately improving overall efficiency.

### 2.5. *Workload, Motivation, and Performance: A Mediated Relationship*

The relationship between workload, motivation, and performance is multifaceted and often shaped by mediating factors such as supervision and Standard Operating Procedures (SOPs). Research indicates that motivation and supervision can buffer the negative impacts of high workload on performance (Maslach & Leiter, 2016). For example, Bakker et al. (2008) found that motivated employees who receive adequate supervision are better equipped to cope with workload demands while maintaining high performance levels. This supports Herzberg's (2003) view that motivated employees are more resilient to workplace stressors, including workload pressures.

Moreover, SOPs provide a clear structure that helps employees manage higher workloads more effectively. With SOPs, employees can focus on executing tasks rather than making procedural decisions constantly (Locke & Latham, 2002). As a result, SOPs contribute to more excellent performance stability, especially in high-stress environments with elevated workload demands. Studies by Podsakoff et al. (2007) and Cohen and Bacdayan (1994) confirm that SOPs serve as a valuable organizational resource, enabling employees to meet performance expectations even under challenging conditions.

The literature emphasizes that workload and motivation are critical factors influencing employee performance, with supervision and SOPs as mediating variables that can either enhance or mitigate these effects. While workload has a non-linear relationship with performance, motivation consistently emerges as a positive influence. Supervision and SOPs, as mediating factors, provide the necessary support and structure that help employees manage job demands effectively, thereby improving performance outcomes. This review highlights the importance of a balanced approach to managing workload and motivation, complemented by adequate supervision and clear SOPs, to create an optimal work environment that fosters high performance.

## 3. RESEARCH METHOD AND MATERIALS

This study adopts a qualitative research methodology to examine the complex relationships between workload, motivation, employee performance, and the mediating roles of supervision and standard operating procedures (SOPs). Qualitative research is particularly well-suited for capturing the complexities of human behavior and the subtleties of organizational dynamics, which are often difficult to quantify. By employing this approach, the study aims to analyze existing research, interpret patterns, and synthesize insights that comprehensively understand how these factors interact in the workplace.

### 3.1. *Research Design*

This study adopts a qualitative design in the form of a literature review, which examines existing research, theoretical frameworks, and empirical findings related to workload, motivation, supervision, standard operating procedures (SOPs), and employee performance. The literature review is the foundation for generating insights that reveal patterns, relationships, and emerging themes within the existing work. This approach allows the researcher to identify gaps in the literature, critically evaluate contrasting perspectives, and provide a nuanced understanding of how these factors influence

employee performance across various organizational contexts. As Creswell (2013) highlights, qualitative literature reviews are essential for synthesizing diverse studies and developing interpretations based on multiple sources.

In conducting this literature-based study, thematic analysis is employed to systematically identify, assess, and categorize relevant studies' key concepts and patterns. This method enables the researcher to organize the data into themes, highlighting trends and insights related to workload, motivation, supervision, SOPs, and performance. By exploring these themes, the study aims to offer a cohesive interpretation of how these variables interact and influence employee performance, focusing on the mediating roles of supervision and SOPs.

### 3.2. Data Collection Process

The data for this research is derived from secondary sources, including peer-reviewed journal articles, books, and published case studies in organizational behavior, human resource management, psychology, and management. To ensure a comprehensive literature review, the researcher systematically searches for relevant studies across various databases, such as JSTOR, Google Scholar, and ScienceDirect. Specific keywords and phrases are used to locate pertinent research, including "workload and employee performance," "motivation and job satisfaction," "supervision in organizational behavior," "SOPs in performance management," and "mediating effects in workplace dynamics." The search is limited to articles published within the last two decades, which provides a modern understanding of the concepts and allows for examining recent developments in the field.

Each selected study is reviewed for its relevance, rigor, and contribution to understanding the variables under investigation. Studies that provide theoretical and empirical evidence are prioritized, as they offer a robust foundation for interpreting the relationships among workload, motivation, supervision, SOPs, and performance. Studies lacking empirical evidence or focusing on unrelated contexts are excluded to maintain the relevance and quality of the data. Additionally, attention is given to the theoretical frameworks used in each study, as they provide conceptual underpinnings that enrich the analysis and interpretation of findings in this research.

### 3.3. Data Analysis Procedure

The analysis in this study is conducted using thematic analysis, a qualitative data analysis method well-suited for identifying patterns and themes within a dataset (Braun & Clarke, 2006). Thematic analysis involves coding and categorizing data into meaningful units, enabling the researcher to interpret the findings from multiple studies systematically. This process unfolds in several stages:

- a) **Familiarization:** The researcher begins by thoroughly reading each selected study to understand its key findings, theoretical background, and methodology. This stage is essential for profoundly understanding the data and identifying initial impressions that will inform later coding.
- b) **Coding:** Each study is carefully coded to capture key concepts, phrases, and themes related to workload, motivation, supervision, SOPs, and performance. Coding allows data organization into distinct categories, each representing a specific aspect of the research variables. For example, codes may include "workload stress," "intrinsic motivation," "supportive supervision," "performance stability," and "SOP adherence."
- c) **Theme Development:** After coding, the researcher groups similar codes into broader themes representing recurring trends, ideas, relationships, or conflicts observed in the literature. For instance, one theme may focus on the dual nature of workload, highlighting both its motivating and stress-inducing aspects. Another theme may explore the mediating role of SOPs in stabilizing performance under high workload conditions.
- d) **Reviewing Themes:** In this stage, the researcher reviews each theme for coherence and consistency. Themes that are too broad or lack sufficient supporting data are refined or discarded. The remaining themes are examined to ensure they accurately capture the essence of the data and contribute to answering the research questions.



- e) Defining and Naming Themes: Each theme is clearly defined and named to reflect its specific focus within the research context. Themes are named descriptively to convey their role in addressing the research questions, such as "Workload as a Double-Edged Sword" or "SOPs as Performance Stabilizers."
- f) Interpreting and Reporting: Initially, the researcher interprets the themes within the context of the existing literature, drawing connections between different studies and integrating insights to provide a cohesive narrative. The themes are reported in a structured format that highlights their significance, supported by direct quotes or summarized findings from the literature.

### 3.4. Ensuring Validity and Reliability

Several strategies are employed to enhance the validity and reliability of this qualitative literature review. First, triangulation ensures a comprehensive understanding of each theme by incorporating multiple sources and perspectives. Drawing on studies from different authors, methodologies, and organizational contexts, the research findings become more robust and less prone to individual bias. Triangulation is particularly important in qualitative research as it facilitates a balanced interpretation of data and minimizes the risk of overgeneralizing findings (Patton, 2015). Second, the researcher practices reflexivity to acknowledge and address potential biases or assumptions that could affect the analysis. Reflexivity involves ongoing self-awareness and critical reflection on one's perspectives. This ensures that the interpretation remains firmly grounded in the data rather than influenced by personal preconceptions (Creswell, 2013). In this study, reflexivity is practiced by continually evaluating each theme and actively seeking evidence that either supports or challenges the researcher's initial interpretations. Lastly, the researcher adopts a consistent coding framework and utilizes peer debriefing to enhance the reliability of the findings. By establishing clear coding criteria and seeking feedback from colleagues or mentors, the researcher minimizes subjective interpretation and strengthens the reliability of the thematic analysis. These strategies collectively contribute to the credibility and trustworthiness of the research findings.

### 3.5. Ethical Considerations

Since this study is based on a literature review and does not involve primary data collection, ethical considerations primarily focus on proper citation and acknowledgment of original authors. The researcher ensures that all sources are accurately cited in APA format, giving the authors appropriate credit for their contributions. Additionally, the researcher is committed to presenting the findings objectively, avoiding any misrepresentation or selective interpretation of data to support preconceived conclusions. By adhering to ethical guidelines for citation and reporting, the researcher upholds academic integrity and respects the intellectual property of the original authors.

### 3.6. Limitations of the Study

While this qualitative literature review provides valuable insights into the interactions between workload, motivation, supervision, SOPs, and performance, it has limitations. One limitation is the reliance on secondary data, which may lack the specificity and contextual detail that primary data collection could offer. Additionally, focusing primarily on recent studies may exclude older research that could provide critical historical perspectives on these variables. Furthermore, the thematic analysis used in this study is inherently interpretive, meaning that the researcher's perspective may influence the findings. These limitations are acknowledged to provide a transparent understanding of the study's scope and potential constraints.

Despite these limitations, this review systematically examines the relationships among workload, motivation, supervision, SOPs, and performance. Through thematic analysis, the study synthesizes insights from existing research to uncover patterns and themes that highlight the complex interactions between these variables. By identifying and interpreting these themes, the study offers a nuanced understanding of how workload and motivation impact team member performance, with supervision

and SOPs mediating factors. The methodology, grounded in rigorous data collection, coding, and theme development, ensures a comprehensive and reliable interpretation of the existing literature. This approach lays the groundwork for future studies exploring these relationships further using primary data or experimental designs.

#### 4. RESULTS AND DISCUSSION

The qualitative analysis of the existing literature has provided critical insights into how workload and motivation impact employee performance, with supervision and standard operating procedures (SOPs) acting as mediating factors. This section explores the key themes and patterns identified in the data, linking them to broader organizational behavior theories. Additionally, the discussion considers the implications of these findings for sustainable management practices and suggests potential avenues for future research to explore these dynamics across different contexts further.

##### 4.1. *The Dual Role of Workload: Stressor and Motivator*

The literature presents a nuanced view of workload, recognizing it as both a potential motivator and a stressor. Its impact on performance is mainly contingent on the intensity of the workload and the level of organizational support available. When the workload is moderate, it can motivate employees to perform at their best, fulfilling their need for achievement and leading to higher job satisfaction (Shirom, 2003). However, excessive workload is often linked to adverse outcomes, such as burnout, decreased job satisfaction, and reduced performance (Maslach & Leiter, 2016). Bakker and Demerouti's (2007) Job Demands-Resources (JD-R) model supports this view, suggesting that while moderate workloads can engage employees, excessive demands without adequate resources or support can lead to burnout and lower productivity.

These findings point to a complex, threshold-based relationship between workload and performance, emphasizing the need for careful balance. Organizations should aim to optimize workload levels, providing challenges without overwhelming employees. Effective management practices, including carefully monitoring workload intensity and adjusting responsibilities, can mitigate adverse effects and foster a work environment where employees feel motivated rather than burdened. This dynamic is especially relevant in industries with seasonal peaks or fluctuating workloads, where adaptive workload management is crucial to prevent burnout while maintaining productivity.

##### 4.2. *Motivation as a Primary Driver of Performance*

Intrinsic and extrinsic motivation are key factors influencing employee performance. Deci and Ryan's (2008) self-determination theory defines inherent motivation as driven by personal fulfillment and a sense of purpose. This form of motivation has a powerful impact on performance, as intrinsically motivated employees tend to be more engaged, resilient, and likely to exceed expectations. The studies reviewed consistently show that motivated employees demonstrate higher commitment and are more inclined to make extra efforts to achieve organizational goals (Gagné & Deci, 2005). Herzberg's (2003) motivation-hygiene theory further supports the idea that intrinsic factors—such as recognition, achievement, and responsibility—are more crucial for sustaining long-term performance than extrinsic ones.

While still important, extrinsic motivation appears more transient and less influential on long-term performance outcomes. Rewards such as salary increases or bonuses can provide short-term productivity boosts but often fail to sustain motivation without intrinsic drivers. This aligns with the findings of Locke and Latham (2002), who argue that while goal-setting enhances motivation, the presence of intrinsically motivating goals is essential for sustainable performance. For organizations, these insights emphasize the importance of creating an environment that satisfies employees' psychological needs for autonomy, competence, and relatedness—needs that can be met through supportive supervision and well-defined standard operating procedures (SOPs).

#### 4.3. *The Mediating Role of Supervision in Managing Workload and Enhancing Motivation*

Supervision has been identified as a critical mediating factor that can either enhance or hinder the effects of workload and motivation on performance. Adequate supervision is characterized by supportive guidance, constructive feedback, and clear communication, all of which foster a work environment where employees feel valued and well-directed (Yukl, 2013). Research shows supervisors who maintain open communication and provide regular, positive feedback help employees manage workload stress more effectively (Podsakoff et al., 2007). Furthermore, supervisor support helps buffer the adverse effects of high workload, equipping employees with the resources and assistance they need to fulfill their responsibilities without becoming overwhelmed.

Graen and Uhl-Bien's (1995) Leader-Member Exchange (LMX) theory highlights the importance of high-quality relationships between supervisors and subordinates for fostering job satisfaction, motivation, and performance. In organizations where supervisors build strong, supportive relationships with their teams, employees are likelier to feel empowered and motivated, which translates into improved performance. Thus, supervision acts as a crucial intermediary, mitigating the negative impact of workload and enhancing motivational factors. For organizations, investing in supervisor training—particularly in communication, empathy, and constructive feedback—is a valuable strategy for developing a more resilient workforce. Given the demanding nature of modern workplaces, supervisors who are skilled in these areas can create environments where employees feel supported, especially during high workloads or challenging tasks. Future research could explore the specific qualities and practices of supervisors that most effectively mediate workload-related stress and motivation-driven performance, helping to refine supervisory approaches for diverse organizational contexts.

#### 4.4. *SOPs as a Stabilizing Mechanism for Consistent Performance*

Standard Operating Procedures (SOPs) have emerged as a critical mediator, particularly in environments with high workloads and task complexity. SOPs are designed to standardize processes, ensuring consistency, efficiency, and adherence to best practices (Locke & Latham, 2002). By providing a structured approach to task completion, SOPs reduce ambiguity and allow employees to focus on execution rather than decision-making at each step. This stabilization is critical under high workload conditions, where SOPs act as a cognitive anchor, enabling employees to perform effectively without added stress. The literature suggests that SOPs contribute to performance stability by offering clear guidelines, which can reduce errors and increase efficiency (Cohen & Bacdayan, 1994). Additionally, SOPs help mitigate the adverse effects of excessive workload, as employees are less likely to feel overwhelmed when they have an apparent reference to follow (Podsakoff et al., 2007). This procedural stability is especially vital in high-stakes industries—such as healthcare, manufacturing, and aviation—where errors can have significant repercussions.

These findings highlight the importance of continually refining and updating SOPs to meet evolving job demands for organizations. Ensuring that SOPs are clear, practical, and accessible can enhance performance and reduce the cognitive load associated with decision-making. Future research could explore the relationship between SOPs and job satisfaction, particularly how adherence to SOPs might interact with workload intensity to influence long-term performance outcomes.

#### 4.5. *Implications for Sustainable Management Practices*

The findings from this qualitative literature review suggest several key implications for sustainable management practices. First, managing workload intensity is crucial for fostering a healthy work environment. Organizations should consider adopting flexible workload models that can be adjusted according to employees' capacities and organizational demands. Adaptive workload models, supported by adequate supervision and clear SOPs, can help maintain team member engagement and productivity, even during peak workload periods.

Second, cultivating a workplace culture that emphasizes intrinsic motivation is essential for sustaining long-term performance. Organizations can enhance motivation by providing opportunities



for professional development, recognizing employee achievements, and encouraging autonomy in task management. This approach aligns with the principles of self-determination theory and Herzberg's motivation-hygiene theory, both of which advocate for work environments that fulfill employees' psychological needs for autonomy, competence, and relatedness.

Finally, organizations should prioritize investment in supervisor training and SOP development to better support employees in managing workload and maintaining motivation. Supervisors trained in effective communication and empathy can create a supportive environment where employees feel capable of meeting their responsibilities. Similarly, ensuring that SOPs are accessible and practical provides employees with a stable foundation for consistent performance, particularly in high-demand work settings.

#### 4.6. *Directions for Future Research*

While this study provides valuable insights into the relationships among workload, motivation, supervision, and SOPs, further research is needed to deepen our understanding of these dynamics across different organizational contexts. Future research could explore the longitudinal effects of workload and motivation on employee performance, examining how these variables interact over time. Longitudinal studies would be instrumental in understanding the long-term impact of sustained high workload on motivation and performance and the extent to which supervision and SOPs can mitigate these adverse effects.

Additionally, future studies could investigate the role of individual differences in moderating the effects of workload and motivation on performance. Personality traits, resilience, and coping mechanisms may influence how employees respond to workload and supervision, providing a more individualized perspective on performance outcomes.

Lastly, more empirical research is needed on the effectiveness of different supervisory styles and SOP structures across various industries. Comparative studies could assess the impact of different approaches to supervision and SOP implementation, helping organizations tailor their practices to meet the unique demands of their sectors.

This qualitative literature review has highlighted the complex interactions between workload, motivation, supervision, and SOPs in shaping employee performance. The workload can act as both a motivator and a stressor, while motivation, particularly intrinsic, is a primary driver of performance. Supervision and SOPs are crucial mediators that either enhance or buffer the effects of workload and motivation, ensuring stability and support within the work environment. These findings emphasize the importance of a balanced approach to managing workload, fostering intrinsic motivation, and providing structured supervision and SOPs to support employee performance sustainably. Future research should continue to explore these dynamics, focusing on longitudinal studies, individual differences, and comparative analyses across industries to further refine our understanding of these factors in diverse work settings.

## 5. CONCLUSION

This study offers valuable insights into the complex interactions between workload, motivation, supervision, and SOPs influencing employee performance. The findings reveal that workload can serve as both a motivator and a stressor, depending on the organization's level of support and structure. Intrinsic motivation, guided by self-determination theory, emerges as a primary driver of sustained performance. In contrast, adequate supervision and clear SOPs act as essential mediators, stabilizing performance and reducing stress, particularly under high workload conditions.

The theoretical implications underscore the relevance of established frameworks, such as the JD-R model, self-determination theory, and LMX theory, in understanding these relationships. These theories highlight the importance of balancing workload and emphasize that intrinsic motivators are more effective for long-term engagement and performance. By validating these frameworks, this study contributes to ongoing discussions in organizational behavior and human resource management, encouraging future research to explore specific supervisory behaviors and SOP adaptations across diverse contexts.

The findings emphasize the need for managers to strategically manage workload, foster a supportive work environment, and invest in supervisor training and well-defined SOPs. These actions enhance individual performance and contribute to organizational resilience by creating an environment where employees feel motivated and capable of meeting demands. By integrating these practices, organizations can cultivate a more sustainable, high-performing workforce, ultimately supporting employee well-being and organizational success.

## REFERENCES

- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2008). Using the Job Demands-Resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83–104. <https://doi.org/10.1002/hrm.20004>
- Cohen, M. D., & Bacdayan, P. (1994). Organizational routines are stored as procedural memory: Evidence from a laboratory study. *Organization Science*, 5(4), 554–568. <https://doi.org/10.1287/orsc.5.4.554>
- Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). SAGE Publications.
- Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macro theory of human motivation, development, and health. *Canadian Psychology*, 49(3), 182–185. <https://doi.org/10.1037/a0012801>
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) leadership theory over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219–247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
- Herzberg, F. (2003). One more time: How do you motivate employees? *Harvard Business Review*, 81(1), 87–96.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. *American Psychologist*, 57(9), 705–717. <https://doi.org/10.1037/0003-066X.57.9.705>
- Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). SAGE Publications.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2007). The influence of management journals in the 1980s and 1990s. *Strategic Management Journal*, 48(5), 997–1004. <https://doi.org/10.1016/j.leaqua.2007.10.005>
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior*. Pearson.
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.
- Shirom, A. (2003). Job-related burnout: A review. *Handbook of Work and Health Psychology*, 2, 245–264.
- Yukl, G. (2013). *Leadership in organizations*. Pearson.