

Research Article

The Effect of Workload and Motivation on Employee Performance at PT. Pos Indonesia Lahat Branch

Agesti Wulandari, Lina Dameria Siregar*, Wita Farla WK

Sriwijaya University, Indonesia

Abstract.

This study aimed to determine the effect of workload and motivation on employee performance at PT. Pos Indonesia Lahat Branch. Samples were taken from the entire population, and 43 employees were respondents. The study used primary data obtained through a questionnaire. The analysis technique used was multiple linear regression analysis. Based on the research results, workload partially had a positive and significant effect on employee performance. These results indicated that the hypothesis that workload has a negative and significant effect on employee performance was rejected. Work motivation partially had a positive and significant effect on employee performance. Workload and work motivation simultaneously had a positive effect on employee performance. The result of the determination coefficient test showed a value of 0.761, meaning that employee performance was influenced by workload and work motivation at 76.1%, while other variables influenced the remaining 23.9%.

Corresponding Author: Lina Dameria Siregar; email: linadameria@fe.unsri.ac.id

Published: 3 May 2024

Publishing services provided by Knowledge E

© Agesti Wulandari et al. This article is distributed under the terms of the [Creative Commons Attribution License](#), which permits unrestricted use and redistribution provided that the original author and source are credited.

Selection and Peer-review under the responsibility of the SEABC Conference Committee.

Keywords: workload, motivation, performance

1. Introduction

The rapid progress of the business world today has triggered fierce competition between companies [1]. Companies are required to maximize service quality in order to survive and compete with other companies [2]. To be able to improve the quality of service is by managing human resources appropriately [3].

The importance of human resources in a company is as the main driver in achieving company goals. Human resources are the main key for a company to continue to develop and remain recognized by society. An important thing that companies pay attention to in managing human resources is paying attention to the performance of their employees.

Performance is the result of work completed and employee work behavior during work in one year. In measuring performance, there are work standards that employees must meet. An employee who successfully completes his duties according to standards means that the employee has good performance [4].

 OPEN ACCESS

Determinants of employee performance can be triggered by various things, for example workload. Employees who receive excessive workloads can trigger fatigue in completing their work., the impact will be on decreasing employee work capacity so that this will affect employee performance [5].

Furthermore, work motivation also plays a role in employee work results. Work motivation is something that moves employees to want to carry out work seriously in order to achieve their desired goals [6]. Motivation can arise from within employees if they enjoy the work they do. Motivation can also arise from outside or from the company, such as providing attention, appreciation, or a decent salary, so that it can trigger enthusiasm in employees while working [4].

PT. Pos Indonesia Lahat Branch is a company engaged in the delivery of goods as well as letters and financial services. It is known that problems with workload at PT Pos Indonesia Lahat Branch which have increased from 2020 to 2022 plus one week of busy working hours will affect employee performance. And the problem with work motivation that is not felt by employees of PT Pos Indonesia Lahat Branch is the lack of opportunities for employees to obtain promotions. It is known that in 2022 no employee will receive a promotion, this will result in employees not trying hard to complete their work.

TABLE 1: Logistics Courier Income and Financial Service PT. Pos Indonesia Lahat Branch.

Section	Revenue Targets	Income Realization	Percent
Logistics Courier	Rp 1.956.376.580	Rp 1.520.887.567	77%
Financial Service	Rp 3.646.623.809	Rp 1.470.640.969	40%
Total	Rp 5.603.000.389	Rp 2.991.528.536	53%

Source : PT. Pos Indonesia Lahat Branch

The impact of the high workload and low motivation given to PT Pos Indonesia Lahat Branch employees affects their performance by looking at the company’s revenue data which is only able to achieve revenue of 53% of the target set. This shows that the performance of PT Pos Indonesia Lahat Branch employees has not met expectations because the company’s targets have not been achieved.

2. Theory, Literature Review, and Hypothesis

2.1. Theory

Workload

Workload according to Menpan 1997 [7] is a set of tasks that must be completed by an organizational unit or position holder within a certain period of time. Factors that influence workload are internal factors related to physical and psychological conditions [5]. And external factors, namely the work environment, physical tasks, and work organization. Workload indicators are working conditions, the use of target working time that must be achieved [5].

Work Motivation

Motivation according to Hasibuan 1999 [8] is something that triggers employee morale so that they are willing to work diligently by using all their abilities for the realization of company goals. Factors that affect work motivation, namely internal factors consisting of the desire to survive, the desire to be able to have, the desire to get appreciation, the desire to gain recognition, and the desire to rule [8]. According to David McClelland [8], indicators of work motivation are the need for achievement, the need for affiliation, and the need for power.

Employee Performance

Performance according to Cornick & Tiffin and Tiffin [9] is related to the quantity, quality and time of employees in completing their work. Factors that influence performance are effectiveness and efficiency of authority and responsibility, discipline and initiative [9]. Performance indicators are quality, quantity, time, cost reduction, supervision, and employee relations [4].

2.2. Literature Review

Research conducted by [10] found that excessive workload can reduce employee performance, conversely, if the workload is lower, employee performance will increase. As the targets that a company must achieve increase, the workload on its employees also increases. If the workload continues to increase without an appropriate distribution of workload, employee performance will decrease. An appropriate workload for employees will provide high performance output.

In research conducted by [11] workload was found to have a negative effect on performance. Employees are often faced with having to complete two or more tasks that must be done simultaneously, as well as new ways of working often require new skills that have not yet been mastered. These tasks certainly require time, energy and other resources to complete. Excessive tasks are felt as a burden, so gradually they will experience fatigue, both physical and mental fatigue, which can reduce performance.

The results of research conducted by [12] show that motivation has a positive and significant effect on employee performance. Motivation is the provision of driving force that creates enthusiasm for a person's work so that they are willing to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction.

And the results of similar research conducted by [13] that motivation is an encouragement within a person that will have a positive impact on someone doing work to get satisfactory results. An employee working with high motivation will produce better work compared to employees who do not have high motivation at work.

2.3. Hypothesis

Workload has a negative and significant effect on the performance of PT Pos Indonesia Lahat Branch employees.

Work motivation has a positive and significant effect on the performance of employees of PT Pos Indonesia Lahat Branch.

Workload and work motivation simultaneously affect the performance of employees of PT Pos Indonesia Lahat Branch.

3. Research Methods

This research uses quantitative research methods. The type of data for this research is quantitative data and the data source is primary data. The data collection technique is by using a questionnaire. The population of this study was 43 people and the research sample was a saturated sample, namely 43 people.

The instrument test consists of a validity test and a reliability test. In analyzing the data obtained, the researcher used multiple linear regression analysis to determine the influence of two independent variables, namely workload and work motivation on the dependent variable, namely employee performance, either partially using the t-test and simultaneously using the F-test. For the regression equation in this study is:

$$Y = a + b_1X_1 + b_2X_2$$

Where,

Y : employee performance

a : constant

b₁b₂ : regression coefficient

X₁ : workload

X2 : work motivation

4. Results and Discussion

4.1. Research Result

4.1.1. Respondent Profile

Based on the data, it is known that 32 people (74.4%) were male employees. Then, as many as 25 people (58.1%) were more than 30 years old. Furthermore, 24 people (55.8%) were contract employees and 19 people (44.2%) were permanent employees. And, as many as 21 people (48.8%) have worked for more than 5 years.

4.1.2. Validity Test

Based on table 2, it shows that all statement items on the variables of workload, work motivation, and employee performance each obtain r value $>$ r table. So it can be concluded that all statement items are declared valid.

4.1.3. Reliability Test

Based on table 3, it shows that the value of Cronbach's Alpha on the variable workload and work motivation each gets a value of $>$ 0.70. So it can be concluded that the instrument variable used is reliable.

4.1.4. Multiple Linear Regression Analysis

Based on table 4, this research model was compiled as follows : $Y = 1,372 + 0,387X_1 + 0,877X_2$. The form of the multiple linear regression equation obtained from the above result can be interpreted as follows:

Constant value of 1.372 indicates that if the independent variables, namely workload and work motivation, do not change, the employee's performance is 1.372.

The workload regression coefficient value of 0.387 indicates that if the workload increases by one unit, the employee's performance will increase by 0.378 with a positive influence.

TABLE 2: Validity Test.

Statements Items		r value	r table	Results
Workload (X1)	1st Statement	0,646	0,308	Valid
	2st Statement	0,595	0,308	Valid
	3st Statement	0,575	0,308	Valid
	4st Statement	0,634	0,308	Valid
	5st Statement	0,680	0,308	Valid
	6st Statement	0,600	0,308	Valid
	7st Statement	0,655	0,308	Valid
	8st Statement	0,699	0,308	Valid
	9st Statement	0,649	0,308	Valid
Work Motivation (X2)	1st Statement	0,648	0,308	Valid
	2st Statement	0,691	0,308	Valid
	3st Statement	0,672	0,308	Valid
	4st Statement	0,751	0,308	Valid
	5st Statement	0,695	0,308	Valid
	6st Statement	0,698	0,308	Valid
	7st Statement	0,637	0,308	Valid
	8st Statement	0,627	0,308	Valid
	9st Statement	0,598	0,308	Valid
Employee Performance (Y)	1st Statement	0,614	0,308	Valid
	2st Statement	0,766	0,308	Valid
	3st Statement	0,596	0,308	Valid
	4st Statement	0,781	0,308	Valid
	5st Statement	0,621	0,308	Valid
	6st Statement	0,811	0,308	Valid
	7st Statement	0,681	0,308	Valid
	8st Statement	0,526	0,308	Valid
	9st Statement	0,641	0,308	Valid
	10st Statement	0,632	0,308	Valid
	Statement 11	0,760	0,308	Valid
	Statement 12	0,770	0,308	Valid

Source: Data Processed, 2023

The work motivation regression coefficient value is 0.877 indicating that if work motivation increases by one unit, employee performance will increase by 0.877 with a positive influence.

TABLE 3: Reliability Test.

Variabel	Cronbach's Alpha	Status
Workload (X1)	0,795	Reliabel
Work Motivastion (X2)	0,810	Reliabel
Employee Performance (Y)	0,892	Reliabel

Source: Data Processed, 2023

TABLE 4: Multiple Linear Regression Analysis.

Model		Coefficient ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	1,372	2,819		,487	,629	
	Workload	,387	,153	,283	2,531	,015	
	Work Motivation	,877	,152	,646	5,785	,000	

Source: Data Processed, 2023

4.1.5. Correlation coefficient (r) and coefficient of determination (R²)

TABLE 5: Correlation coefficient (r) and coefficient of determination (R²).

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,872 ^a	,761	,749		3,61058

Source: Data Prosecced, 2023

Based on table 5 shows that the value of r is 0.872 which means that workload and work motivation simultaneously have a very strong influence on employee performance. Furthermore, the R² value is 0.761 which means that 76.1% of employee performance is influenced by workload and work motivation while the rest is influenced by other variables.

4.1.6. F Test

Based on table 6, it shows that the calculated F value (63.562) > F table (3.23) and the significant value is <0.05. So the hypothesis which states that workload and work motivation simultaneously and significantly influence employee performance is **accepted**.

TABLE 6: F Test.

ANOVA ^a						
Model		Sum Squares	of Df	Mean Square	F	Sig.
1	Regression	1657,236	2	828,618	63,562	,000
	Residual	521,451	40	13,036		
	Total	2178,687	42			

Source: Data Processed, 2023

4.1.7. T Test

1. Based on table 4, it shows a positive t value of 2.53 with a significance <0.05 . So the hypothesis which states that workload has a negative and significant effect on employee performance, **is rejected**.
2. Based on table 5, it shows that the calculated t value is $5.785 > t$ table 1.683 with a significance <0.05 . So the hypothesis which states that work motivation has a positive and significant effect on employee performance is **accepted**.

4.2. Discussion

The Effect of Workload on Employee Performance

Based on the research results, it shows that workload has a positive and significant effect on the performance of employee PT Pos Indonesia Lahat Branch. In the multiple linear regression test, a regression coefficient of 0.387 is obtained which indicates that workload has a positive effect on performance. Then it was clarified by the results of the t test which had a positive value of 2.531 with a significance of $0.015 < 0.05$.

The results of the research show that workload has a positive and significant effect on the performance of employees of PT Pos Indonesia Lahat Branch. The cause can be seen from the results of the distribution of respondents' answers which show that employees have received work that suits their abilities and they are able to complete the work according to the target and time given.

According to [9] by providing a workload that is slightly above the employee's ability, it can increase the employee's self-confidence and encourage to produce high performance. If the workload given is too little or the lack of responsibility received by employees will result in employees getting bored at work and paying less attention to their work, which will have an impact on reducing employee concentration at work [5].

The results of this research are in line with the results found by [1] which stated that workload had a positive and significant effect on employee performance. Too little workload can reduce work morale, resulting in employee performance also decreasing, because employees will feel that they will not be able to develop and will not be confident in showing their talents and skills to produce optimal performance. And similar research results were found by [10]; [14]; [15]; [7]; and [16].

The Effect of Work Motivation on Employee Performance

Based on the research results, it shows that work motivation has a positive and significant effect on the performance of PT employees. Pos Indonesia Lahat Branch. In the multiple linear regression test, a regression coefficient of 0.877 is obtained which indicates that work motivation has a positive effect on employee performance. Then it was clarified by the t test which had a positive value of 5.785 with a significance of $0.000 < 0.05$.

Motivation at work is very important, strong motivation in employees can guarantee the achievement of company goals. Strong motivation from within or outside the employee will encourage employees to do their work seriously to obtain the best performance [4].

The results of this study are in line with research conducted by [10]; [17]; [11]; [18]; and [19] which proves that work motivation has a positive and significant effect on employee performance.

The Effect of Workload and Work Motivation on Employee Performance

The research results show that workload and work motivation simultaneously have a positive effect on the performance of PT employees. Pos Indonesia Lahat Branch. The F test results show that F value (63.562) is greater than Ftable (3.23).

Too little workload will make employees feel bored at work and have an impact on decreasing concentration in completing work [5]. According to [9] by providing a workload that is slightly above the ability of employees is expected to encourage self-confidence in employees. And by providing more motivation to employees, it will also maximize enthusiasm for work so that employees are able to serve the community well and make the community satisfied with the existing services [20].

The results of this research are in line with research conducted by [21]; [1]; [22]; [23]; and [24] which proves that workload and work motivation have a significant and influential effect on employee performance.

5. Finding and Conclusion

Based on the research results, it shows that the hypothesis which states that workload has a negative and significant influence on employee performance is rejected, which means that workload has a positive and significant influence on the performance of PT Pos Indonesia Lahat Branch employees. Meanwhile, another hypothesis, namely that work motivation has a positive and significant effect on employee performance, is accepted. And workload and work motivation simultaneously influence employee performance with an influence of 76.1% and the remainder is influenced by other variables not examined in this research.

6. Implications, Limitations, and Suggestions

6.1. Implications

1. Workload has a positive and significant effect on the performance of employees of PT Pos Indonesia Lahat Branch.
2. Work motivation has a positive and significant effect on the performance of employees of PT Pos Indonesia Lahat Branch.
3. Workload and work motivation have a significant and significant effect on the performance of employees of PT Pos Indonesia Lahat Branch.

6.2. Limitations

The limitations that the author has in conducting this research is the scope of this research is relatively small, so the results of this research can not provide a real picture for a wider scope and the results of this research may be different from other research conducted at the other main branch offices or regional office at PT Pos Indonesia.

6.3. Suggestions

Based on the research results and conclusions that have been obtained, the suggestions given by the researcher are as follows:

1. The company is expected to pay more attention to the workload of employees, especially on working time, work speed, and work capacity that must be borne by

employees so that it makes it easier for employees to complete their work so as to improve employee performance.

2. The company is expected to be able to provide employee motivation by increasing close relationships between superiors and co-workers so that they are able to help and support each other, so as to create a comfortable work environment and make employees enjoy their work.
3. It is hoped that the results of this study can be used as reference material by using other variables, such as compensation, work environment, work discipline, and job satisfaction which can be factors for improving performance.

References

- [1] Halimatusya'diyah, Djawoto. Pengaruh Beban Kerja, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan PT Pos Indonesia. *Jurnal Ilmu dan Riset Manajemen*. 2018;7(7):1–16.
- [2] Prasetyani WM, Rustono R. -, Suwardi S-. The Influence of Workload and Work Stress on Employee Performance at PT Pos Indonesia (Persero) Kantor Sentral Pengolahan Pos Semarang [*Jurnal of Business Studies*]. *J Obs (Marseille)*. 2022;7(2):199.
- [3] Amaturrahman KS, Nurnida I. Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Pada Kantor Divisi Pelayanan SDM PT. Pos Indonesia (Persero) Bandung. *E-Proceeding Management*. 2021;8(1):284–9.
- [4] Kasmir. *Manajemen Sumber Daya Manusia*. 4th ed. PT Raja Grafindo Persada; 2018.
- [5] Koesomowidjojo SR. *Praktis & Mudah Menyusun Analisis Beban Kerja*. Andriansyah ed. Raih Asa Sukses; 2021.
- [6] Bahri S, Nisa YC. Pengaruh Pengembangan Karir dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan (BPJS Ketenagakerjaan Cabang Belawan). *Jurnal Ilmu Manajemen dan Bisnis*. 2017;18(1):9–15.
- [7] Astuti R, Lesmana OP. Pengaruh Motivasi dan Beban Kerja terhadap Kinerja Perawat pada Rumah Sakit Umum Mitra Medika Medan. *Jurnal Ilman. Jurnal Ilmu Manajemen*. 2019;6(2):42–50.
- [8] Sutrisno. *Manajemen Sumber Daya Manusia*. Kencana, 2020.
- [9] Sutrisno. *Budaya Organisasi*. 5th ed. Prenadamedia Group; 2018.
- [10] Firmansyah F, Septiono A. Pengaruh Motivasi Dan Beban Kerja Terhadap Kinerja Karyawan Pada PT. Pelni (persero) Cabang Makassar. *Bongaya Journal of Research in Management*. 2022;5(2):45–54.

- [11] Soni Kurniawan I, Al Rizki F. Pengaruh Stres Kerja, Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan PT Perkebunan Mitra Ogan. *J Sos Sains*. 2022;2:104–10.
- [12] Kenny A. Penelitian Ini Bertujuan Untuk Mengetahui Pengaruh Di disiplin Kerja Dan Motivasi Secara Parsial Maupun Secara Simultan Terhadap Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia Cabang Pamulang. *Metode Yang Digunakan Adalah. J Mandiri Ilmu Pengetahuan, Seni. Dan Teknol*. 2018;2:1–22.
- [13] Winata E. Pengaruh Motivasi Dan Disiplin Terhadap Kinerja Karyawan Pada Grand Inna Medan. *Jurnal Ilmu Manajemen*. 2020;8(1):23–7.
- [14] Husin N, Aisyah S. Pengaruh Beban Kerja Dan Kompensasi Terhadap Kinerja Pegawai Pada Badan Pengelolaan Keuangan Dan Aset Daerah Kabupaten Konawe Selatan. *Equilibrium*. 2021;10(1):69–78.
- [15] Saraswati LA, Kusuma NM. Pengaruh Motivasi Dan Beban Kerja Terhadap Kinerja Petugas Aviation Security Di Bandar Udara Adi Soemarmo Boyolali. *Jurnal Kewarganegaraan*. 2022;6(1):381–90.
- [16] Sutrisno N, Jaelani E, Wijaya R. Pengaruh Motivasi Kerja Dan Beban Kerja Terhadap Kinerja Karyawan (Studi Kasus Pada Pt. Kiyokuni High Precision Automotive Indonesia) Niantoro. *Jurnal Akuntansi Dan Bisnis*. 2020;6(2):50–1.
- [17] Bani M. Effect Of Internal Communication And Work Motivation On Employee Performance Pengaruh Komunikasi Internal Dan Motivasi Kerja Terhadap Kinerja Pegawai. *J Inspirasi Ekon*. 2016;15:1–23.
- [18] Idri T, Os N, Vp L. Pengaruh Beban Kerja, Stres Kerja Dan Motivasi Terhadap Kinerja Karyawan Fif Group Manado. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen. Bisnis Dan Akuntansi*. 2022;10(3):377.
- [19] Dr W. Wahyuati A. Pengaruh Motivasi Kerja, Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt Global Bahtera Logistik; 2022. pp. 1–256.
- [20] Sugiharjo Rj, Aldata F. Pengaruh Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Bpjs Ketenagakerjaan Cabang Salemba. *Jurnal Ilmu Manajemen Dan Bisnis*. 2018;IV:132–141.
- [21] Sihombing R, Tinambunan A. Pengaruh Beban Kerja Dan Motivasi Terhadap Kinerja Karyawan Pt. Perkebunan Nusantara Iii (Persero) Unit Pabrik Kelapa Sawit Rambutan Tebing Tinggi. *Kukima Kumpul Karya Ilm Manaj*. 2022;1:134–40.
- [22] Wahyudal W, Bahri S, Setiawan A, Supardi S. The Effect Of Workload And Motivation On The Performance Of Employees In Correctional Institution Class Ii A Pekanbaru. *Jurnal Riset Manajemen Indonesia*. 2022;4(2):156–64.

- [23] Anggraini R, Andri G. Pengaruh Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Bank Bri Unit Kanca Simpang Empat Kabupaten Pasaman Barat. *Jurnal Ekonomi Dan Bisnis*. 2022;11(3):495–502.
- [24] Anwar H, Afna N. Analisis Beban Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Up3 Banjarmasin. *Jurnal Bisnis Dan Manajemen*. 2022;1(2):72–81.