

# Analysis of Workload Influence, Work Motivation, Incentives and Job Satisfaction on the Performance of Employees of the Solok City Education Office

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**ABSTRACT:** This research aims to find out the influence of workload, work motivation, work incentives, and job satisfaction on the performance of Employees of the Solok City Education Office is motivated by a still high workload, lack of employee motivation in doing work, not according to the incentives received with responsibility, low job satisfaction and unstable employee performance in employees of the Solok City Education Office. This type of research uses a quantitative approach with multiple linear regression methods. The respondents to this study were 50 employees of the Solok City Education Office. Hypothesis testing is calculated with the Statistical Package for Social Science (SPSS)

From the results of this study found that partially workload has a significant effect on employee performance, work motivation has a significant effect on employee performance, work incentives have a significant effect on employee performance, job satisfaction has a significant effect on employee performance and simultaneously workload, work motivation, work incentives, and job satisfaction together have a significant effect on the performance of Employees of the Solok City Education Office.

The advice, improved performance is considered workload, incentives and employee job satisfaction; To improve performance, so that employees strive to achieve the targets set by the place where they work; To reduce the burden of being aware of the understanding of the work done with the standard of work set by the workplace and the less time provided to carry out certain work the greater the perceived workload; Increased incentives, so that they work safely and comfortably because of social security. Thus increasing productivity, providing non-material incentives in the form of official degree giving to employees for morale and giving a charter of appreciation from the workplace for contributions made; To increase job satisfaction, in order to increase the quantity of work done in accordance with the wishes of the boss and always discipline the time in work.

**Keywords:** workload, work motivation, work incentives, job satisfaction, performance

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## 1. INTRODUCTION

Human resource management can be said as the basis of an organization and a company to run the organization in achieving the goals of the organization and company. Human resource management is the process of managing human capabilities to achieve organizational goals (Snell & Bohlander, 2013). The quality of human resources in organizations and companies is an important factor in organizations and companies because it will affect the level of success in achieving goals in the organization and company. So, every company should have human resources that are well managed in order to achieve helping organizations and

companies achieve their goals. According to (Firmansyah et al., 2014) reinforces this statement by saying that successful organizations need employees who can perform far beyond their expectations. Therefore, every company competes to have the best employees. Companies need to do something to attract prospective employees.

Performance basically focuses on problems in the planning, implementation process, and also the results obtained after carrying out the work. In government agencies, performance is usually referred to as an answer to the success or failure of the initial objectives of the work programs and policies that have been set. The matter of performance is very important, because performance is one of the most important benchmarks of organizational quality. Improving the performance of government officials is one of the development strategies for a country in carrying out its state processes. Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Khan, A., et al., 2012).

An employee is said to have a good performance if the employee is able to produce results that are the same or exceed the standards or criteria that have been set together in the organization. Conversely, employees are said to have no performance if the work results are less than the standards or criteria that have been set together. Successful and effective organizations are organizations with individuals who have good performance. So, if employees in the organization have good performance, the effectiveness or success of the organization will be achieved. Employee performance will be high if the job satisfaction felt by employees is also high. Employee satisfaction can also come from a comfortable work environment and can motivate employees to improve their performance (Snell, S., & Bohlander, G. 2013).

In the study (Snell, S., & Bohlander, G. 2013), as we know together, high-performing employees have several characteristics, among others: employees can complete tasks appropriately and quickly, employees are willing to comply with applicable company regulations, employees can work within a predetermined time and employees can work with other employees to complete the work. jobs or tasks assigned by the company.

Bureaucracy or employee performance is an important factor in government bureaucracy, because employees are the implementing element and function of government activities, especially in service activities. However, in fact the performance of employees in the Solok City Education Office is still relatively low as evidenced in the table below:

**Table 1. Indicators of Low Employee Performance**

No.	Indicators	Frekuensi	Persentase
1.	Employees do not complete the administration of correspondence has not been maximal. (Low quality of work)	12	24 %
2.	Employees work not in accordance with the SOP so that many main tasks and functions overlap. (Workload)	10	20 %
3.	More employees are Non ASN than ASN employees.	7	14 %
4.	The salaries of Non ASN employees are not in accordance with UMR. (Job Satisfaction)	13	26 %
5.	Many employees do not take advantage of empty working hours by increasing knowledge (Work Motivation)	8	16 %
<b>Sum</b>		<b>50</b>	<b>100 %</b>

Source: Primary Data, Author's Preliminary Survey 2021.

From Table 1 above shows that indicators of low employees can be seen from: as many as 12 people (24%) employees do not complete the administration of correspondence has not been maximal, as many as 10 people (20%) employees work not in accordance with SOPs so that the main tasks and functions overlap, as

many as 7 people (14%) more non-ASN employees compared to ASN employees, As many as 13 people (26%) of non-ASN employee salaries are not in accordance with UMR, and as many as 8 people (16%) employees who do not take advantage of empty working hours by gaining knowledge.

From Table 1 above shows that indicators of low employees can be seen from: as many as 12 people (24%) employees do not complete the administration of correspondence has not been maximal, as many as 10 people (20%) employees work not in accordance with SOPs so that the main tasks and functions overlap, as many as 7 people (14%) more non-ASN employees compared to ASN employees, As many as 13 people (26%) of non-ASN employee salaries are not in accordance with UMR, and as many as 8 people (16%) employees who do not take advantage of empty working hours by gaining knowledge. For employees who consider work a workload, because their skills do not meet organizational requirements, employees feel pressure at work, which will have an impact on the employee's behavior, i.e. invalid behavior in the workplace, such as lazy, task avoidance, or poor performance quality. Based on the results of interviews and observations with employees of the Solok City Education Office can be found several workload phenomena as follows: 1) There are still employees who work not in accordance with the SOP so that the main tasks and functions overlap; 2) Workload that does not match the income earned.

## 2. RESEARCH METHODS

The method used in this study is quantitative research to determine the influence between variables. This study aims to find out the effect of Workload ( $X_1$ ), Work Motivation ( $X_2$ ), Incentives ( $X_3$ ) Job Satisfaction ( $X_4$ ) on Performance ( $Y$ ). The object of this study is the Employee of the Solok City Education Office. The sample in this study is the same as the population of all Employees of the Solok City Education Office of 50 (Fifty) people.

Hypothesis testing in this study used multiple linear regression analysis. Multiple linear regression analysis aims to determine the causal relationship between the influencing variable and the variable affected. With the model of multiple linear regression equations as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Where:

Y = Employee Performance  
a = Intersep constant  
 $X_1$  = Workload  
 $X_2$  = Motivation for work  
 $X_3$  = Incentive  
 $X_4$  = Job Satisfaction  
 $b_1, b_2$  = Regression Coefficient  
e = Error Term

## 3. RESEARCH RESULT

### Research Hypothesis Test

#### Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing  $t_{count}$  with  $t$  table and sig value with  $\alpha = 0.05$ . In detail, the results of multiple regression testing can be seen in Table 2 :

**Tabel 2. Recap of Multiple Linear Regression Analysis Test Results**

Variabel	Koef. Regresi	t <sub>hitung</sub>	Sig.
Intersep	20.806		
Workload	0.575	4.549	0.000
Motivation for work	0.699	5.135	0.000
Incentive	0.309	2.974	0.005
Job Satisfaction	0.530	4.922	0.000
<b>F<sub>hitung</sub> = 64.837</b>	<b>Sig. 0,000</b>		
<b>R<sup>2</sup> = 0,852</b>			

Source: Primary Data, Processed with SPSS

From table 2 above, the form of regression equation model for the influence of workload, work motivation, incentives and job satisfaction on the performance of staffers of the Solok City Education Office is as follows:

$$Y = 20.806 + 0,575X_1 + 0,699X_2 + 0,309X_3 + 0,530X_4 + e$$

Description of the equation above:

$\alpha = 20.806$ ; This means that without the influence of workload, work motivation, incentives and job satisfaction, performance is already there by 20,806 percent.

$b_1 = 0.575$ ; This means that there is a positive influence between the workload variable ( $X_1$ ) on performance (Y). This indicates that the more or increasing the workload, it will improve performance. The workload regression coefficient value is 0.575 meaning that every increase of one unit of workload then performance increases by 57.5 percent.

$b_2 = 0.699$ ; This means that there is a positive influence between the work motivation variable ( $X_2$ ) on performance (Y). This indicates that the more or increasing work motivation, it will improve performance. The value of the work motivation regression coefficient is 0.699 meaning that every increase of one unit of work motivation then performance increases by 69.9 percent.

$b_3 = 0.309$ ; This means that there is a positive influence between incentive variables ( $X_3$ ) and performance (Y). This indicates that the more incentives rise or increase, it will improve performance. The value of the incentive regression coefficient is 0.309 meaning that every increase of one unit of incentive then performance increases by 30.9 percent.

$b_4 = 0.530$ ; This means that there is a positive influence between the variables of job satisfaction ( $X_4$ ) on performance (Y). This indicates that the more or increasing job satisfaction, it will improve performance. The value of the regression coefficient of job satisfaction is 0.530 meaning that every increase of one unit of job satisfaction then performance increases by 53 percent.

The t (partial) test is intended to determine the partial (individual) effect of workload, work motivation, incentives and job satisfaction on performance. From table 2 shows the free influence on bound variables. This shows a summary of hypothesis testing results in table 3:

**Table 3. Summary of Partial Hypothesis Testing Results**

Hypothesis	Statement	Test Results
H <sub>1</sub>	Workload has a significant effect on the performance of employees of the Solok City Education Office	Accepted
H <sub>2</sub>	Work motivation has a significant effect on the performance of employees of the Solok City Education Office	Accepted
H <sub>3</sub>	Incentives have a significant effect on the performance of employees of the Solok City Education Office	Accepted
H <sub>4</sub>	Job satisfaction has a significant effect on the performance of employees of the Solok City Education Office	Accepted

Source: Primary Data, Author Processed, 2021

### F test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of free variables simultaneously (together) on bound variables, shown in table 2. The results of the analysis of the influence of workload ( $X_1$ ), work motivation ( $X_2$ ), incentives ( $X_3$ ) and job satisfaction ( $X_4$ ) simultaneously (together) on performance ( $Y$ ), obtained a F numeracy value of 64,837 with a probability of significance of  $0.000 < 0.05$ . With  $df_1 = (k-1) = (5-1) = 4$ ,  $df_2 = 50 - 5 = 45$ ,  $F_{table} 2.58$ , then  $F_{hitung} > F_{table}$  or  $64,837 > 2.58$ , consequently the hypothesis is accepted. The results of the analysis showed that simultaneously (together) there was a significant influence between the variables of workload, work motivation, incentives and job satisfaction on the performance of employees of the Solok City Education Office.

The results of the fifth hypothesis testing summary can be shown in table 4 below:

**Table 4. Summary of Simultaneous Hypothesis Testing Results**

Hypothesis	Statement	Test Results
H <sub>5</sub>	Workload, work motivation, incentives and job satisfaction together have a significant effect on the performance of employees of the Solok City Education Office.	Accepted

Source: Primary Data, Author Processed, 2021

### Determination Coefficient ( $R^2$ ) test

The analysis of the coefficient of determination for variables of workload, work motivation, incentives and job satisfaction to the performance of employees of the Solok City Education Office was conducted using the SPSS program with the form of SPSS output as stated below:

**Table 5. R Square Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.932 <sup>a</sup>	0.852	0.839	1.481

Source: Primary Data, Author Processed, 2021

Based on the results of regression estimation calculations, obtained the value of the adjusted coefficient of determination or R Square which is 0.852 means that 85.2 percent of variations of all free variables can explain non-free variables, while the remaining 14.8 percent is explained by other variables not studied in this study. Since the value of  $R^2$  is close to 1 (one), the contribution (influence) of independent variables simultaneously to dependents is very large.

## 4. DISCUSSION

### Effect of Workload on Employee Performance

The results of this study provide an indication that the workload has a significant effect on the performance of Employees of the Solok City Education Office. Thus, it can be concluded that the performance of employees of the Solok City Education Office is affected by the workload. Workload according to Jeky etc,(2018) in his research stated that workload has a significant effect on employee performance. So that it can be concluded that the workload will affect the performance or performance of employees.

### The Effect of Work Motivation on Employee Performance

The results of the analysis showed that partially there was a significant influence between the work motivation variables on the performance of employees of the Solok City Education Office. The results of this study provide an indication that work motivation has a significant effect on the performance of employees of the Solok City Education Office. Motivation refers to the process by which a person is energized, directed, and sustained toward achieving a goal. (Robbins S. P., 2012).

According to research (Yoeyong Rahsel, 2016), there is a positive influence between Work Motivation on Employee Performance, Central Administration of Padjadjaran University Bandung, agrees with the results of the study (Jon Kapistrano, 2019), that there is a motivating influence on improving employee performance significantly. So it can be concluded that work motivation will improve employee performance or performance.

#### **Effect of Incentives on Employee Performance**

The results of this study provide an indication that incentives have a significant effect on the performance of employees of the Solok City Education Office. Thus, it can be concluded that the performance of employees of the Solok City Education Office is determined by incentives. In (Andi & Hufron, 2018), in his research found that Financial Incentives and Non-Financial Incentives simultaneously have a significant effect on Employee Performance in PT. Bank Rakyat Indonesia (Persero) Tbk.

The same thing was also conveyed by (Irmy Almeyanti, 2015), from the results of this study showed that Incentives have a positive effect on Employee Performance. Study at PT. PLN (Persero) Sumbawa Area of Sumbawa Besar Region, West Nusa Tenggara). So it can be concluded that incentives will improve employee performance or performance.

#### **Effect of job satisfaction on Employee Performance**

The results of this study provide an indication that job satisfaction has a significant effect on the performance of employees of the Solok City Education Office. Thus, it can be concluded that the performance of employees of the Solok City Education Office is determined by job satisfaction. This is in accordance with (Kreitner & Kinicki, 2014), job satisfaction is an effectiveness or emotional response to various aspects of work.

(Davis & Newstorm, 2006, p. 105), describes job satisfaction as a set of employee feelings about the pleasure or absence of their work. According to Robbins S. P., 2012, job satisfaction is a common attitude toward a person's job that shows the difference between the amount of rewards a worker receives and the amount they believe they should receive.

#### **Effect of workload, work motivation, incentives and job satisfaction on Employee Performance**

The results of the analysis showed that simultaneously (together) there is a significant influence between the variables of workload, work motivation, incentives and job satisfaction on the performance of employees of the Solok City Education Office, it can be concluded that the fifth hypothesis (H5) which reads workload, work motivation, incentives and job satisfaction on the performance of employees of the Solok City Education Office is accepted, therefore the fifth hypothesis (H5) can be accepted.

## **5. CONCLUSION AND SUGGESTION**

Based on the results of testing and discussion of hypotheses that have been described in the previous chapters, some conclusions can be drawn as follows:

Workload has a significant effect on performance; Work motivation has a significant effect on performance; Incentives have a significant effect on performance; Job satisfaction has a significant effect on performance; Workload, work motivation, incentives and job satisfaction together have a significant effect on the performance of employees of the Solok City Education Office.

#### **The author suggests the following suggestions:**

To improve performance, it is necessary to pay attention to workload and increased incentives and employee job satisfaction; To improve performance, so that employees strive to achieve the targets set by the place where they work; To reduce the workload, it is necessary to pay attention to the understanding of the work done with the standard of work set by the workplace and the less time provided to carry out certain work the greater the perceived workload; To increase incentives, it is necessary to pay attention to working safely and comfortably because of social security so that it can increase productivity, provide non-material incentives in

the form of official degrees to employees for morale and provide a charter of appreciation from the workplace for contributions made; To increase job satisfaction, in order to increase the quantity of work done in accordance with the wishes of the boss and always discipline the time in work.

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