J-BOM

Journal of Business and Organization Management

from the

DESK

of the EDITOR

Dear Readers,

Our journal enter second year! Yeay!

All of the topics issued in this edition are interesting. **Utomo** et al. invite us to discuss influence social media marketing activities, electronic word of mouth and brand equity on product purchase intention skincare local brand. **Jefriyanto** et al. talk about the influence of job embeddedness on employee performance mediated by work engagement and OCB at Klaten District, **Panggabean** et al. deliver their research result about the influence of leadership, work environment, and motivation on employee performance at PT Modern Polaris Teknologi Jakarta; **Yanuri** and **Subyantoro** tell us about the effect of transformational leadership style on performance of civil servant teacher at SMKN 3 Wonosari Gunungkidul with work commitment as an intervening variable; then **Nursiyami** and **Mardiana** present their research result about the role of job satisfaction as a mediation variable of the influence of work stress on teacher performance SMK 1 Gedangsari, **Nuraini** and **Pratiwi** write about the influence of workload and achievement motivation on performance at Yogyakarta State SMA/SMK Finance Section Official. **Trihadi** and **Warsiki** discuss the influence of work discipline, work motivation, and work environment on the performance of implementing staff in the Pamong Praja Police Unit in Yogyakarta, while **Bangun** et al. write about the comparison of banking profitability before and during covid-19 at banks registered on the IDX in 2017-2022.

We will publish a new edition every May and November, so make sure you take part in it.

Happy reading!

Editorial Team

The Influence of Workload and Achievement Motivation on Performance at Yogyakarta State SMA/SMK Finance Section Official

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Abstract

This research was conducted on employees of the finance section of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta. This study aims to examine the effect of workload and achievement motivation on employee performance. The population of this study was all employees of the finance department of State Senior High Schools/Vocational High Schools in the City of Yogyakarta, totaling 40 employees of the finance section of State Senior High Schools/Vocational Schools in the City of Yogyakarta, the majority of whom were female as many as 29 people (72.50%), with an undergraduate degree of 24 people (60.00%), 15 people (37.50%) aged 31 to 40 years, and 23 people (57.50%) had a working period of 01 to 10 years. Data collection was carried out using the census method. Data was collected using a questionnaire spread via Google form which was arranged with a Likert scale and analyzed using the Multiple Linear Regression Analysis technique. The results of this study prove that workload and achievement motivation simultaneously affect employee performance. The workload does not affect the performance of employees in the finance section of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta. Achievement motivation has a positive effect on the performance of employees in the finance section of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta. Achievement motivation dominantly influences the performance of employees in the financial section of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta

Keywords: *Workload, Achievement Motivation, and Employee Performance*

Introduction

Human resource management (HR) is the deployment of some people to achieve organizational goals (Mondy, 2009). Human resources are expected to contribute positively to the success of achieving company goals, the potential of existing human resources within the company must be able to provide optimal output.

PANRB Ministerial Regulation number 6 of 2022, concerning Management of State Civil Apparatus (ASN) Performance regarding the scope of management, implementation and performance evaluation, work behavior, and the format of Employee Performance Targets (SKP). Performance planning includes setting and clarifying expectations. Success measures/individual performance indicators and targets for employee work results in plans. include: quantity, quality, time, or speed of completion of work. While employee work behavior includes: service orientation,

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commitment, work initiative, and cooperation. Many variables can affect employee performance, including workload, and achievement motivation.

Based on the PANRB Manteri Regulation number: 1 of 2020 that the implementation of workload analysis can produce a benchmark for employees/organizational units in the division of tasks and carrying out their activities, namely in the form of work completion time norms, work efficiency levels, and workload standards and work performance, compiling employee formation, as well as improving work procedures and other management systems. The regulation contains aspects of workload analysis, namely: time norms, work volume, and effective working hours.

According to Mc. Cleland (in Stephen R. Robbin, 2017) that achievement motivation is a desire that exists within a person that encourages that person to try to achieve a standard or measure of excellence. The measure of excellence is obtained by looking at other people's achievements, but also by comparing previous achievements. Indicators of achievement motivation are: Always wanting to excel, Likes competition, Wanting to always excel, Likes realistic challenges, and Wants more feedback.

Observations at some schools show that the current problem faced by employees of the finance department at state high schools/vocational schools in the city of Yogyakarta is declining employee performance. One of the assessments of the performance of the employees of the finance section of State Senior High Schools/Vocational Schools in the City of Yogyakarta, among others, is that the absorption of government funds that they manage has not been optimal so it leads to impact on institutions.

The workload of some employees of the finance department of Yogyakarta City Public High Schools/Vocational High Schools in terms of financial management is quite heavy because the number of employees in the finance department of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta does not meet the standard requirements. The lack of personnel for the financial department of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta is an unavoidable problem. Ideally according to the Governor's Regulation. DIY number 15 of 2021 each school has 3 (three) employees in the finance section of public high schools/vocational schools in the city of Yogyakarta, but in reality the number of employees in the finance section of public high schools/vocational schools in the city of Yogyakarta. This resulted in several employees of the finance department of SMA/SMK Negeri in the City of Yogyakarta managing 2 (two) sources of finance, and there were even schools that only had 1 (one) finance department employee.

Some of the employees in the finance section of public high schools/vocational schools in the city of Yogyakarta lack awareness of motivating themselves to get good work performance, and there is no self-motivation to show their abilities, some employees carry out their main tasks and functions (Tupoksi) has been determined to only carry out their duties according to their duties, the lack of abilities and skills possessed by employees is also very dependent on different intellectual abilities, talents, and experiences.

Literature Review

Employee Performance (Y)

Regulation (PP) Number 30 of 2019 concerning Civil Servant Performance Evaluation, implemented in a Civil Servant Performance Management System which consists of

performance planning; implementation, performance monitoring, and performance development; performance appraisal, follow-up, and Civil Servant Performance Information System. Based on the PANRB Ministerial Regulation number 6 of 2022 article 9 paragraph 2 reads: Measures of success/performance indicators and targets for Employee work results plans include aspects: quantity, quality, time or speed of completion of work results. And for employee work behavior based on the PANRB Ministerial Regulation, number 6 of 2022 article 10 paragraph 1 includes aspects: service orientation, and commitment. Work initiative, cooperation.

Workload (X_1)

Based on the decision of the PANRB Manteri Regulation number: 1 of 2020 that the implementation of workload analysis can produce a benchmark for employees/ organizational units in the division of tasks and carrying out their activities, namely in the form of work completion time norms, work efficiency levels, and workload standards and work performance, compiling employee formation, as well as improving work procedures and other management systems. A workload that is not following the ability of employees can hurt employees. The negative impact is decreased work quality, physical fatigue, and an increase in employee absenteeism. According to I Komang Budiasa (2021) a person's capacity needed to carry out tasks according to expectations is different from the capacity available at that time.

Based on this definition, it can be concluded that workload is the perception of workload from employees regarding activities that must be completed within a certain period and efforts to deal with problems at work. Based on Husin's research, Nurwati et.al (2021) shows that workload has a positive and significant effect on employee performance. Further Based on Rahmawati Hakim's research et al. (2022) showed that workload has a positive and significant effect on employee performance at Office Service BKPSDM Regency Bantaeng.

Achievement motivation (X_2)

According to Mc. Clelland (Stephen R. Robbin, 2015) achievement motivation is the drive to excel, to achieve a set of standards, and to try to achieve success. Mc. Cleland (Stephen R. Robbin, 2017) states that achievement motivation is a desire that exists within a person that encourages that person to try to achieve a standard or measure of excellence. According to McClelland (in Stephen R. Robbin, 2017) indicators of achievement motivation are as follows: wanting to always seek achievement, liking competition, wanting to always excel, liking realistic challenges, and wanting more feedback.
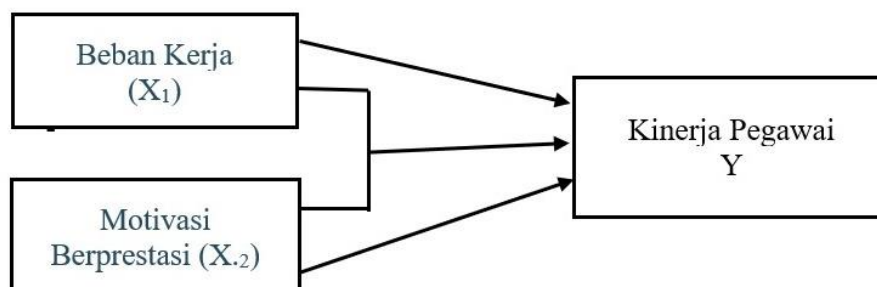

Figure 1. Research Framework

Previous research conducted by Based on the research of I Made Suastina et.al (2022) shows that achievement motivation has a positive and significant effect on employee performance. Furthermore, based on research I Kadek Pandu Adi Santika et.al (2022) shows that achievement motivation has a positive and significant effect on employee performance.

Methods

Research Subject

Sekaran (2015) stated that the subject of research is a scientific means to obtain data with specific purposes and uses and is something objective and reliable about a particular variable. The subject of this study was all employees of the financial division of State Senior High Schools/Vocational High Schools throughout the City of Yogyakarta.

Population

Population is the total number of units of analysis that are targeted in a study (Sekaran, 2015). The population of this study was all 40 employees in the finance section of State Senior High Schools/Vocational Schools in the City of Yogyakarta, the majority of whom were female, 29 people (72.50%), 24 people with Bachelor's degree education (60.00%), aged 31 years to 40 years as many as 15 people (37.50%), and have a working period of 01 years to 10 years as many as 23 people (57.50%).

Data Collection Procedures

Data collection was carried out using the census method. Data was collected using a questionnaire spread via Google form which was arranged with a Likert scale and analyzed using the Multiple Linear Regression Analysis technique.

Classification of Research Variables

According to Uma Sekaran (2015), the notion of a variable is anything that can be used to take a different or varied value. The variables used in this study are workload variables and achievement motivation variables as independent variables, and employee performance variables as the dependent variable.

Instrument Test

Validity test

Gozali (2016) explains that the validity test is used to measure the legitimacy or validity of the questionnaire. The criteria for testing the validity of the research are as follows: if the significant score of $r \leq 0.05$, then the questions in the instrument is declared valid, but if significant score of $r > 0.05$, then the questions in the instrument is declared invalid.

From the results of the validation test on the performance variables, workload, and achievement motivation, they are declared valid because the significant score of $r \leq 0.05$.

Reliability Test

Gozali (2016) explained that a reliability test is a tool for measuring a questionnaire which is an indicator of a variable. The questionnaire is declared reliable if a person's answers to the questions are consistent from time to time. The results of data processing show that all statement items have a Cronbach alpha value of more than 0.70.

Data Analysis

Analysis of the characteristics of the respondents

Descriptive analysis in this study was in the form of an analysis of the identity of the respondents which included: gender, education, age, and years of service;

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to predict the condition (rise and fall) of the dependent (bound) variable if two or more independent (free) variables as predictor factors change (decrease) their value (Uma Sekaran 2015). So that multiple regression analysis will be used if the number of variables is independent of at least 2 variables. The multiple linear regression equation used is as follows;

$Y = a + b_1 X_1 + b_2 X_2 + e$

Hypothesis test

F test

According to Gozali's (2016) F test, This test is used to determine the joint effect of the independent variables on the dependent variable.

H_0: there is no significant effect of the independent variables namely workload (X_1), and achievement motivation (X_2) on employee performance (Y).

H_a: there is a significant effect of the independent variables namely workload (X_1), and achievement motivation (X_2) on employee performance (Y).

To find out the significance or not of the joint effect of the independent variable on the dependent variable, a probability of 5% ($\alpha = 0.05$) is used:

If sig F > 0.05; then the population is normally distributed.

If sig F ≤ 0.05; then the population is not normally distributed.

Table 1. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	43.033	9.531		4.515	.000
Total Burden Work_X_1	-.179	.188	-.119	-.952	.347
Total Motivation Achievement_X_2	.908	. 172	.662	5.282	.000

dependent Variables: Total. Performance. Employee_Y

adjusted R Square = 0.491

F = 19.823

Sig. F = 0.000

t-test

Decision-making is based on a t-count comparison with a significant level used, namely 0.05. Decision-making is based on the probability value obtained from the results of data processing with the SPSS 25.0 program as follows:

H_0 = The independent variable has no partial effect on the dependent variable.

H_a = The independent variable has a partial effect on the dependent variable.

Basis of decision:

If probability > 0.05 ; then H_0 is supported

If probability < 0.05; then H_0 is not supported

Coefficient of Determination (R^2)

This test is the coefficient of determination in essence measuring how far the ability of the model (workload and achievement motivation) to explain the variation of the dependent variable (employee performance). Assessment of adjusted R^2 with an interval of 0 to 1. If the value of adjusted R^2 is greater, the results in terms of the regression can fully explain the dependent variable. If adjusted $R^2=0$, the

independent variable does not provide evidence that the effect on the dependent variable is correct (Ghozali, 2016).

Dominant Variable (Beta Standard)

The coefficient of *Standardized Beta* (standard beta) is used to determine which variable has the dominant influence between the two independent variables, namely workload (X_1), and achievement motivation (X_2). Which variable has the largest *Standardized Beta coefficient*, which is the dominant variable and influences the dependent variable, namely employee performance (Y) in the regression model (Gozali, 2016).

Discussion

Based on the results of Multiple Linear Regression analysis, the regression equation is obtained as follows:

$Y = 43.033 - 0.179 X_1 + 0.908 X_2$

A constant value of 43.033 means that if the workload and achievement motivation do not change or are constant, then the employee's performance will be as big as this constant, namely 43.033.

The workload regression coefficient is -0.179, which means that if the workload variable is low, the employee's performance will be high and vice versa if the workload is high, the employee's performance will be low.

The regression coefficient for achievement motivation is 0.908, which means that if the achievement motivation variable is high, employee performance will increase and vice versa if achievement motivation decreases, employee performance will also decrease.

Hypothesis test

F test

Testing the effect of the independent variables together on changes in the value of the dependent variable is carried out by testing the magnitude of changes in the value of the dependent variable which can be explained by changes in the values of all independent variables, for this it is necessary to carry out the F test or ANOVA (Ghozali, 2016). This test is used to determine the effect of the independent variables on the dependent variable.

F count is 19.823 and the probability is 0.000. Because sig F<5% (0.000 <0.05) then H_0 is not supported and Ha $_{is}$ supported, or it can be concluded that there is a joint effect of workload and achievement motivation on the performance of employees in the finance department of public high schools/vocational schools throughout Yogyakarta city. Thus hypothesis 1 is supported.

t-Test

T-test probability value can be read from the results of the SPSS program operations in the Column of the Significance Coefficient table (Ghozali, 2016). Testing the Effect of Workload on Employee Performance, the coefficient value is -0.179 (negative) and the probability (p) is 0.347. Because p > 0.05; it can be concluded that the workload variable does not affect employee performance, meaning that if the employee's workload is heavy or light, it does not affect employee performance so that employee performance.

Testing the Effect of Achievement Motivation on Employee Performance, the coefficient value is 0.908 (positive) and the probability (p) is 0.000. Because p ≤ 0.05, it can be concluded that the achievement motivation variable has a positive and significant effect on employee performance.

Achievement motivation dominantly influences the performance of employees in the finance section of State Senior High Schools/Vocational High Schools throughout the city of Yogyakarta with a score of 66.20%.

Coefficient of Determinance (R^2)

Based on the test results, the R2 value in this regression model is 0.491. This figure is close to one, which means that the independent variable can be explained by almost all the information needed to predict the variation of the dependent variable.

Conclusions

Workload and achievement motivation have a joint effect on the performance of employees in the financial department of public high schools/vocational schools throughout the city of Yogyakarta. Thus hypothesis 1 is supported.

Workload does not affect employee performance, achievement motivation has a partial effect on employee performance in the finance section of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta, so it can be concluded that hypothesis 2 (H_2) is supported.

Achievement motivation has a dominant influence on the performance of employees in the finance section of State Senior High Schools/Vocational Schools in the City of Yogyakarta, so it can be concluded that hypothesis 3 (H$_3$) is supported.

Suggestion

Thus, suggestions can be proposed that are expected to be useful for employees of the finance department of State Senior High Schools/Vocational High Schools throughout the City of Yogyakarta, namely to continue to increase their motivation. Employees of the finance department of State Senior High Schools/Vocational Schools throughout the City of Yogyakarta are also expected to compete to further improve their performance by:

Agencies should be able to motivate their employees by giving awards in the form of certificates of appreciation for their performance

Agencies can also provide *rewards* according to the capabilities of each agency so that employees are even more motivated to improve their performance.

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