

Influence of Work Motivation, Workload, and Work Discipline on Employees Performance: Study at KSPPS Tunas Artha Mandiri Cabang Brebes

Adinda Nurfitriani Maulida¹; A.Y.N Warsiki^{2*}

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Abstract

This study aims to examine the partial and simultaneous effects of work motivation, workload, and work discipline on employee performance at the Koperasi Simpan Pinjam Pembiayaan Syariah (KSPPS) Tunas Artha Mandiri Cabang Brebes. The study employs descriptive and quantitative analysis methods using multiple linear regression analysis. The population of the study consists of employees of Koperasi Simpan Pinjam Pembiayaan Syariah (KSPPS) Tunas Artha Mandiri Cabang Brebes. The sampling technique used is saturated sampling, involving all available employees. The total number of samples used is 33, utilized in their entirety. The results of the study show that: 1) Simultaneously, work motivation, workload, and work discipline have a significant impact on employee performance; 2) Partially, work motivation has a positive and significant effect on employee performance; 3) Partially, workload has a negative and significant effect on employee performance; and 4) Partially, work discipline has a positive and significant effect on employee performance.

Keywords: Work Motivation, Workload, Work Discipline, Employee Performance

Introduction

The rapid development of technology and knowledge has transformed labor from an expensive asset to a productive asset for companies and organizations. In order to maintain the quality of their human resources, companies and organizations play a crucial role in developing and improving the work performance of their employees, which is referred to as employee performance. According to Mangkunegara (2017:67), "performance is the result of an individual's work, both in terms of quality and quantity, in accordance with their duties and responsibilities." In practice, achieving high-quality employee performance is not an easy task. Companies need to consider various factors in managing employee performance, including work motivation, workload, and work discipline.

Afandi (2018) defines work motivation as the desire that arises from within an individual due to inspiration and motivation to carry out activities with sincerity and earnestness, so that they will achieve satisfactory and quality results. In line with this definition, expert theorists such as Maslow (1954), Herzberg et al. (1959), and Alderfer (1972) explain a similar opinion that employee motivation is based on the assumption that all individuals have the same set of needs and therefore establish the characteristics that must be present in work. These needs are what then become

¹ UPN "Veteran" Yogyakarta

² UPN "Veteran" Yogyakarta, email: warsiki@upnyk.ac.id. * Corresponding author

the basic stimuli for someone to make complex and continuous efforts to improve their potential (Sitopu et al., 2021). Rivai (2009) states that the stronger the work motivation, the higher the employee performance. This means that any increase in employee work motivation will provide a very significant increase for employees in carrying out their work. In line with this theory, Chrisnanto & Riyanto's research (2020) states that there is a positive and significant influence between work motivation on employee performance.

Workload can be defined as the amount of work that must be completed by an individual or a group of people within a certain period of time under normal conditions (Lieli & Agung, 2014). Based on Activation Theory and Arousal Theory, which stem from the Yerkes-Dodson Law, the best performance will occur at a moderate or intermediate workload level. These theories explain that there is an inverted-U relationship between workload and performance, where performance increases as workload increases up to a certain point, but then decreases after passing that point. The most optimal performance occurs at a moderate workload level, where individuals receive enough stimulation to perform tasks effectively without too much pressure that distracts their focus. Low stress may not be enough to improve performance, while high stress can interfere with effective task performance (Bruggen, 2015). A study conducted by Affini & Perkasa (2021) shows that there is a positive influence between workload and employee performance.

In addition to the two factors above, another factor that can affect employee performance is work discipline. According to Hasibuan (2002), discipline is an operative function of human resource management, as the better the discipline of employees, the higher their work achievements. In line with this opinion, research conducted by Kusmiyatun & Sonny (2021) shows that there is a positive and significant influence of work discipline on employee performance, where each increase in work discipline will also increase employee performance in the company.

This study focuses on employee performance at KSPPS Tunas Artha Mandiri Cabang Brebes. To examine the phenomena of work motivation, workload, work discipline, and employee performance, the researchers conducted observations with KSPPS Tunas Artha Mandiri Brebes Cabang. The results of the observations found phenomena such as: (1) The percentage of achievement of monthly targets is still fluctuating, (2) Employees feel dissatisfied with the incentives they receive, (3) Overtime is still frequently used for employees to complete their tasks and meet the set targets, (4) Some employees still come late and miss the briefing session with the team. These phenomena need to be the attention and evaluation material for management so that they do not have an impact on the decline in employee performance in the future.

Literature Review

Employee Performance

According to Robbins (2006), performance is the measurement of work outcomes that are expected to be optimal. Employee performance is the ability of employees to meet job requirements, which can be done on time and produce products of good quality that are in line with the company's vision and mission (Arya et al., 2018).

Meanwhile, Armstrong and Baron in Wibowo (2011:25) define performance as the results of work that have a strong relationship with the organization's strategic goals,

customer satisfaction, and contribute to the economy. Performance is the manifestation of ability in the form of work, achievement, or development of assignments from the company. Performance can be interpreted as an achievement obtained by an employee in a company. This refers to what is done and how the work is done by an employee. There are 6 indicator points that can be used to measure the level of employee performance in a company (Robbins, 2006), namely: (1) Quality, (2) Quantity, (3) Timeliness, (4) Effectiveness, (5) Independence, and (6) Commitment.

Work Motivation

Abraham Maslow, an American psychologist, proposed that motivation stems from an individual's efforts to fulfill five basic needs: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. The drive to satisfy these needs ultimately creates motivation within an individual to maximize their skills, knowledge, and abilities (Handayani et al., 2020 in Nurjanah & Suherman, 2022).

In an organization, motivation is shaped by how employees perceive their work environment. Motivation is the force that drives individuals to exert high effort towards achieving organizational goals, as long as those goals align with individual needs (Robbins & Judge, 2017). In line with this, Pamela & Oloko (2015) assert that motivation is the key to successful organizations for maintaining job continuity within the organization in a strong and supportive way to ensure survival. This study will use indicators of motivation put forward by Maslow (2008), namely: (1) physiological needs, (2) safety needs, (3) social needs, (4) esteem needs, and (5) self-actualization needs.

Workload

According to Koesomowidjojo (2017), workload encompasses all tasks assigned to employees that must be completed within a specified timeframe. Given that human work involves both mental and physical aspects, each individual possesses a different tolerance for workload. Any task performed by an individual constitutes a workload for them. The impact of this workload depends on the individual's work approach. When an employee's capabilities exceed the demands of the job, feelings of boredom and overstress may arise. Conversely, if an employee's capabilities fall short of job demands, excessive fatigue or understress may occur. Koesomowidjojo (2017) identifies three indicators to assess the extent of an employee's workload: (1) Work Condition, (2) Utilization of Work Time, and (3) Target to be Achieved

Work Discipline

Work discipline, as defined by Rivai (2011:825), is a tool utilized by managers to communicate with employees, encouraging them to modify their behaviors and enhance their awareness and willingness to adhere to company regulations. According to Simamora (2006:610), discipline encompasses procedures for correcting or punishing subordinates who violate rules or procedures. It reflects employee self-control, organized execution of tasks, and the level of dedication displayed by the team within an organization. Disciplinary actions involve imposing penalties on employees who fail to meet established standards. Effective disciplinary measures focus on the employee's misconduct, not on the employee as an individual. Rivai (2016) outlines five key indicators to assess the level of work discipline among employees: (1) Attendance, (2) Adherence to Work Regulations, (3) Compliance with Work Standards, (4) High Level of Alertness, and (5) Ethical Conduct.

Hypothesis

Based on observations from research, the following hypothesis can be formulated:

H1. Work motivation, workload, and work discipline have a significant effect on employee performance.

H2. Work motivation has a positive and significant effect on employee performance.

H3. Workload has a positive and significant effect on employee performance.

H4. Work discipline has a positive and significant effect on employee performance.

Methods

Sampling and Procedures

According to Arikunto (2013), if the subject is less than 100 people, all of them should be taken. If the subject is large or more than 100 people, 10-15% or 20-25% or more can be taken. Therefore, since the population of this study is less than 100, the sample used is the entire population, which is 33 employees of the Koperasi Simpan Pinjam Pembiayaan Syariah (KSPPS) Tunas Artha Mandiri Cabang Brebes. Data collection was conducted by distributing questionnaires through Google Forms to the employees. The sampling technique used was a saturated sampling technique. Where each question is given a value of 1 (strongly disagree) to 5 (strongly agree) to find out whether the respondent agrees or disagrees with the questions in the questionnaire.

Measures

Employees Performance is measured with an instrument developed by Robbins (2006), using a 5-point itemized rating scale with 12 question items.

Work Motivation is measured with an instrument developed by Maslow, using a 5-point itemized rating scale with 16 question items.

Workload is measured with an instrument developed by Koesomowidjojo (2017), using a 5-point itemized rating scale with 9 question items.

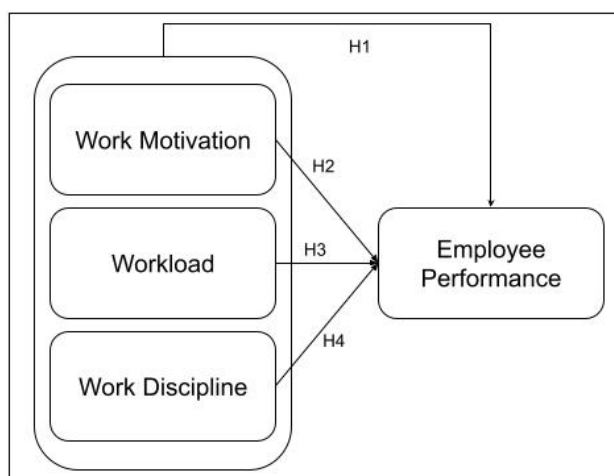


Figure 1 Research Model

Work Discipline is measured with an instrument developed by Rivai (2016), using a 5-point itemized rating scale with 12 question items.

Data Analysis

In this study, there is data that is analyzed descriptively, namely descriptive characteristics of respondents who provide an overview of the identity of employees as respondents and descriptive variables that provide an overview of the characteristics of each research variable seen from the mean (average) value. This study uses multiple linear regression analysis with the SPSS analysis tool. The F test was conducted to see whether the research model was good or not. The F test is declared a good model if the significance value is <0.05 and it means that the independent variables together (simultaneously) affect the dependent variable. The t test is carried out with the aim of knowing the effect of each independent variable on the dependent variable. The t test is declared a good model if the significance value is <0.05 and it can be interpreted that the independent variable partially affects the dependent variable. The coefficient of determination (R^2) test is used to show how far the regression model's ability to explain the independent variable on the dependent variable or to determine the magnitude of the simultaneous effect by looking at the R^2 (R square) value. The coefficient of determination is expressed as a percentage whose value ranges from $0 < R^2 < 1$. The small R^2 value explains that the ability of the independent variable to explain the dependent variable is limited. If the R^2 value is close to one (1), it means that the independent variables provide almost all the information needed to predict the dependent variable.

Result and Discussion

Result

Based on the validity test results, all questions are valid with significance <0.05 . For the reliability test results, all variables have a Cronbach alpha value > 0.7 so that they can be used as research instruments.

Based on the data on the characteristics of the respondents, most of the respondents were male as many as 19 people (58%) and the remaining 14 people (42%) were female. When viewed from the age grouping, most respondents are in the age range of 26-30 years (39%). When viewed from the length of work data, the most respondents are in the length of work > 5 years, namely as many people with a percentage of 39%. For position data, most respondents hold the position of PPA

Table 1. Multiple Linear Regression

Model	Unstandardized Coefficients		Standar Coefficients Beta	t	Sig.
	b	Std.Error			
(Constant)	14.558	8.719		1.670	0.106
Work Motivation	0.413	0.116	0.481	3.559	0.001
Workload	-0.472	0.124	-0.535	-3.803	0.001
Work Discipline	0.481	0.152	0.449	3.171	0.004
R Square	0,524				
F	10.628				0.001

Dependent Variable : Employee Performance

(Member Supervisory Officer), namely 10 people (30%). Education data shows that most respondents are high school / vocational high school graduates as many as 17 people (52%).

Based on Table 1, the coefficients for the regression equation from this study, which can be arranged in a mathematical equation as follows:

$$Y = 14,558 + 0,413X_1 - 0,472X_2 + 0,481X_3$$

The resulting constant value has a positive value of 14.558, which means that there is a unidirectional influence between the independent variable and the dependent variable. This shows that if all independent variables, namely work motivation, workload, and work discipline, do not change, the value of employee performance will be equal to the constant, namely 14.558.

Based on the results of multiple regression analysis, the coefficient number for the work motivation variable is 0.413. This proves that the work motivation variable has a positive influence on the dependent variable employee performance, so every 1 unit increase in the work motivation variable will have an effect on increasing the employee performance variable by 0.413, and vice versa. Assuming that other variables are not examined in the study.

Based on the results of multiple linear regression analysis, the coefficient number for the workload variable is -0.535. This proves that the workload variable has a negative influence on the dependent variable employee performance, then each decrease of 1 unit of work motivation variable will affect the increase in employee performance variable by 0.535, and vice versa. Assuming that other variables are not examined in the study.

Based on the results of multiple regression analysis, the coefficient number for the work discipline variable is 0.449. This proves that the work discipline variable has a positive influence on the dependent variable employee performance, so every 1 unit increase in the work discipline variable will have an effect on increasing the employee performance variable by 0.449, and vice versa. Assuming that other variables are not examined in the study.

The F test results shows in Table 1 state that the value of F is 10.628 with significance value of 0.001 (< 0.05). This states that the independent variables of work motivation, workload, and work discipline together have a significant effect on the dependent variable of employee performance. Therefore, H_1 in this study is supported.

The R square value in Table 1 shows a value of 0.524 or 52.4%. This shows that 52.4% of employee performance variables are influenced by work motivation, workload, and work discipline variables. Meanwhile, the remaining 47.6% is influenced by other variables outside of this study.

It can be concluded based on Table 1 that the t value of work motivation is 3.559 with a significance of 0.001 (< 0.05). These results explain that work motivation has a positive and significant effect on employee performance. Thus, the research hypothesis (H_2) which states that "work motivation has a positive and significant effect on employee performance" is supported.

Based on Table 1 the t value of workload -3.803 with a significance of 0.001 (< 0.05). These results explain that workload has a negative and significant effect on employee performance. Thus, the research hypothesis (H_3) which states that "workload has a positive and significant effect on employee performance" is not supported.

It can be concluded based on Table 4 that the value of work discipline is 3.171 with a significance of 0.004 (<0.05). These results explain that work discipline has a positive and significant effect on employee performance. Thus, the research hypothesis (H_4) which states that “work discipline has a positive and significant effect on employee performance” is accepted.

Discussion

Based on the results of the research analysis, it shows that work motivation, workload, and work discipline together have a significant influence on employee performance of KSPPS Tunas Artha Mandiri Cabang Brebes. The coefficient of determination shows a figure of 52.4% which means that the employee performance variable is influenced by work motivation, workload, and work discipline variables by 52.4%. The results in this study are in line with research conducted by Dameria Muhani et al., (2024) and Sari & Evyanto (2023) which state that simultaneously there is a positive and significant influence between work motivation, workload, and work discipline on employee performance.

Based on the results showed that work motivation has a positive and significant influence on employee performance at KSPPS Tunas Artha Mandiri Cabang Brebes. This result means that any increase in work motivation will increase the level of performance of employees. The results of this study also strengthen the theory of motivation by Abraham Maslow which states that “motivation is a consequence of a person's efforts to meet five basic needs: physiological, security, social, appreciation, and self-actualization. These needs can produce psychological forces that have an impact on a person's behavior”. In the case of an organization, meeting the needs of employees will encourage these employees to improve their performance. The findings in this study are in line with research conducted by Chrisnanto & Riyanto, (2020); Siswadi & Lestari, (2021); Ginting et al., (2021) which states that work motivation shows a positive and significant influence in improving employee performance. Thang & Nghi (2022) state that there is a positive and significant relationship between work motivation and employee performance where there are factors supporting work motivation such as working conditions, income and benefits, career development, and workplace relationships.

Based on the results showed that workload has a negative and significant influence on employee performance at KSPPS Tunas Artha Mandiri Brebes Cabang. This means that any increase in workload will reduce the level of employee performance. The findings of this study support the activation and rise theory which states that “performance increases as workload increases up to a certain point, but will decrease after crossing that limit”. This means that if the workload is getting higher (until it passes the limit) it will reduce the level of employee performance. The results of this study are in line with research conducted by Manalu et al. (2022) and Sari & Evyanto (2023) which state that partially the workload variable shows a significant negative effect on employee performance. Different results were found in research by Ervin et al. (2022) and Dameria Muhani et al., (2024) which show that workload partially has a positive and significant effect on employee performance.

Based on the results showed that work discipline has a positive and significant influence on employee performance at KSPPS Tunas Artha Mandiri Brebes Cabang. This result means that any increase in work discipline will also increase the level of performance of employees. The findings in this study are in line with the opinion expressed by Hasibuan (2002) that discipline is an operative function of human

resource management because the better the employee's discipline, the higher the work performance he achieves. Work performance in this case can be seen through the level of employee performance in the company. So the higher the work discipline, the better the level of performance possessed by its employees. Work discipline is needed to produce good performance, with discipline, employees will try to do the job as much as possible, and the resulting performance will be better. The results in this study also support research conducted by Prayogi et al., (2019), Sitopu et al., (2021), and Chrisnanto & Riyanto, (2020) which state that work discipline has a positive and significant effect on employee performance.

Conclusion

Based on the results of data analysis and discussion, three of the four hypotheses are accepted, while the remaining one is rejected. Work motivation, workload, and work discipline together have a significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Workload has a negative and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance.

Limitation

This study acknowledges the limited sample size of 33 respondents. This constraint stems from the researcher's inability to reach a larger pool of participants. The current sample size may not adequately represent the broader population, potentially affecting the generalizability of the findings. Consequently, future research is encouraged to employ a more extensive and diverse sample to enhance the accuracy and representativeness of the results.

Management Implication

The research results indicate a significant influence of work motivation, workload, and work discipline on employee performance. This means that improving employee performance can be achieved through an analysis of factors related to providing work motivation and workload, as well as implementing employee work discipline. Providing motivation can be seen through the extent to which the company can meet the needs of employees so that there is encouragement within employees to continue to improve their performance. In addition, the provision of workload to employees also needs to be considered to remain within moderate limits so as not to cause overload, which can impact the decline of employee performance potential. Similarly, work discipline also affects employee performance. The company needs to conduct regular evaluations/assessments so that disciplinary values are maintained and continue to improve.

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