

How Workload and Motivation Can Affect Banjarmasin Land Office Employees' Performance?

Meiske Claudia, Achmad Rizal Al Amin, Zakhyadi Ariffin, Rini Rahmawati & Irpansyah

Lambung Mangkurat University

Email: mclaudia@ulm.ac.id

Abstract

This research aimed to investigate the effect of workload and motivation on employee performance. The study was conducted at The Banjarmasin City Land Office from September to October 2023, with a sample of 40 employees selected using a non-probability sampling technique with a purposive sampling or judgment sampling type. The data analysis method used is Structure Equation Modeling (SEM) and the SmartPLS (Partial Least Square) program to process data and carry out analysis of the data. The results showed that workload (X1) has a negative and significant influence on performance (Y), with an Original Sample value of -0.533 and P Values of 0.005. This means that the greater the workload, the lower the employee's performance. Meanwhile, motivation (X2) has a positive and significant influence on performance (Y), with an Original Sample value of 0.618 and P Values of 0.000. This means that the higher the employee's motivation, the higher their performance. The research supports Koesomowidjojo's (2017) theory that workloads that are too high can reduce productivity and reduce employee performance, and also supports research by Wolor et al. (2019), and Paais & Pattiruhu (2020) who found that motivation has a positive influence on performance. Motivation is needed in organizations to encourage employees to achieve organizational goals. Motivation can come from within, so organizational leaders must create situations where employees can motivate themselves.

Keywords: workload, motivation, performance

1. Introduction

Human resources are a crucial element in an organization. Management and development of human resources are needed in order to clarify employee responsibilities, roles, and work results to support the achievement of specified targets. Organizations in this case are required to be able to measure employee performance to see employee achievements and organizational goals, as a basis for improving subsequent performance, for employee career development, for payment of compensation, allowances, salaries, etc., and as a consideration in providing sanctions or rewards. So, the hope is that it can encourage increased employee productivity and influence organizational goals, thereby supporting the success of organizational performance. According to Dessler, (2015), work performance or employee performance is the actual achievement of an employee which is then compared with the employee's expected performance. The standard performance prepared as a reference is the expected work performance, so from this, you can find out the employee's performance according to their position compared to the standard provisions. This performance can also be reviewed based on comparing results between employees. In this case, performance management is required to

carry out checks regarding employee results, because information will be needed to improve these results.

The Banjarmasin City Land Office is one of 13 vertical agencies in the Ministry of ATR/BPN (*Agraria dan Tata Ruang / Badan Pertanahan Nasional*) located in South Kalimantan. Based on reports and evaluations of programs and activities for the 2022 fiscal year, the realization of The Banjarmasin City Land Office budget for 2022 is "Very Good", namely 93.50 percent with overall physical realization averaging 100 percent. The Banjarmasin City Land Office has 93 employees, with different levels and responsibilities for each section. Each position level plays a role in completing responsibilities and tasks and their performance will be evaluated by each superior. Performance evaluation is the process of determining the value, price, and benefits of work activities from the first to the results aimed at fulfilling organizational goals and satisfying customers which is carried out systematically and periodically according to previously determined criteria, standards, and targets (KemenPANRB, 2022). Evaluation of employee performance at The Banjarmasin City Land Office uses the Employee Work Targets system as per the latest regulations regarding Management of State Civil Service Employee Performance in Permenpan RB Number 6 of 2022. The results of the performance evaluation of The Banjarmasin City Land Office employees in 2022 are quite satisfactory, namely 1 employee (1%) received the performance title "Enough", 78 employees (84%) received the performance title "Good", and 14 employees (15%) received the performance title "Very Good".

Table 1. Performance Assessment Results of Banjarmasin City Land Office Employees in 2022

Number of Employees	Percentage	Predicate
1	1%	Enough
78	84%	Good
14	15%	Very Good

According to Mendagri (2008), what is meant by workload is how much work an organizational unit or position must carry and this is the result of multiplying time norms and work volume. The number of employees in the Survey and Mapping section for measurement activities is 9 employees, the number of employees in the Determination and Registration of Rights section for issuing decision letters is 6 employees, and the number of employees in the Determination and Registration of Rights section for Data Maintenance activities is 8 employees. Ahmad et al. (2019) stated that the impact of a high workload in the long term causes performance to be more negative and according to Yamin et al. (2020) there is a negative influence of workload on performance. On the other hand, Koesomowidjojo (2017) argues that the ideal workload has a positive effect on employee performance and only excessive workload can make performance negative.

Motivation, according to the explanation from Robbins & Judge (2017), is a process that can explain the persistence, direction, and strength of an individual in achieving a goal. According to Chien et al. (2020), in their research work motivation on performance has a positive influence. This was also explained by Paais & Pattiruhu (2020), that work motivation on performance also has a significant and positive effect. Frederick Herzberg, quoted by Robbins

& Judge (2017), explains that a person's motivation when doing work is determined by motivation factors and hygiene factors. Motivational factors concern psychological needs (intrinsic conditions) such as the development of individual potential, responsibility, recognition, and achievement, as well as the work itself, while maintenance factors relate to human nature which desires to obtain physical peace (extrinsic conditions) for example the quality of supervision, wisdom and administration., working conditions, interpersonal relationships, and salary.

Empirically, studies related to workload, motivation, and performance have been studied by several studies, one of which is research entitled "Does a workload influence the performance of bank employees?" (Siswanto et al., 2019). A quantitative approach and path analysis on 74 bank employees was used for this research. In the research he studied, the results obtained were that there was a significant and positive influence of workload on performance, and motivation on performance had a positive and significant influence.

Then research with the title "The Effect of Discipline and Workload on Employee Performance with Motivation Mediation on Administrative Bureau Employees Leading of the Regional Secretariat of South Kalimantan Province" (Widarto et al., 2022). Quantitative research samples and path analysis of 30 regional secretariat employees of South Kalimantan province were used in this research. The research he studied concluded that workload on work motivation and employee performance had a positive and significant influence, work motivation on employee performance had a significant and positive influence, and workload on performance mediated by work motivation had a significant and positive influence.

Based on the background of the problem and several studies regarding workload, motivation, and performance above, the author made this theme the topic of this research with the title "The Effect of Workload and Motivation on Employee Performance." The research gap in this research is based on the explanation that too high a workload can trigger work stress, customer complaints, lack of concentration, and an increase in absenteeism levels which causes low productivity rates, resulting in low performance (Koesomowidjojo, 2017). This condition is proven by research by Ahmad et al. (2019), Yamin et al. (2020), and Aliyyah et al. (2021) with the result that workload has a significant negative effect on performance, which means that excessive workload can cause employee performance to decline. However, in the research of Siswanto et al. (2019), Rusmiati et al. (2021), and Widarto et al. (2022) workload on performance has a significant and positive influence, which means that high workload can actually encourage increased employee performance. Therefore, this research can be a reference regarding the relationship between workload and employee performance because the respondents for this research were employees who felt the impact of high workload directly.

2. Literature Review

2.1 Human Resource Management

Human resource management (hereinafter referred to as HRM) is a process of obtaining, assessing, training and compensating employees and is aimed at managing their safety and

health, labor relations and various matters related to justice (Dessler, 2015). Mangkunegara (2017) explains that HRM is planning, implementing, coordinating, organizing and supervising in terms of providing compensation, development, procurement, separation, maintenance and integration of the workforce in order to realize existing targets. Based on the explanation from Mangkunegara (2017), HRM can be defined as the utilization and management of resource availability for employees or individuals. The development of utilization and management in the world of work is carried out optimally to create individual employee development and achieve organizational goals.

Bintoro & Daryanto (2017) state that HRM is a method or science related to managing the relationships and roles of the workforce effectively and efficiently and can be used optimally to achieve the goals of the company, society and the employees themselves. This HRM includes several series of integrated decisions related to employment relations that influence the effectiveness of the organization and employees. Apart from that, there are also various activities so that human resources within the organization can be used effectively in achieving existing goals. Mondy (2008) briefly explains that HRM is a step in utilizing several individuals in order to achieve organizational goals with the consequence that managers at every level are required to be involved with HRM. From these definitions, it can be concluded that human resource management is the management and utilization of employees effectively and efficiently for the sake of individual employee development and achieving organizational goals.

2.2 Performance

According to Armstrong (2016), performance is about achieving goals or measurable output, but performance is not limited to the problems a person achieves but the way they achieve it. In this case, performance management is required to carry out checks on employee achievements, because this will provide information for efforts to improve employee performance. According to Dessler (2015), work performance or employee performance is an actual achievement of an employee which is then compared with the employee's expected performance. The standard performance prepared as a reference is the expected work performance, so from this you can find out the employee's performance according to their position compared to the standard provisions.

This performance can also be reviewed based on comparing results between employees. According to (Mangkunegara, 2017), what is meant by performance is the work results that employees achieve in their duties (both quantity and quality) in accordance with their responsibilities. According to KemenPANRB (2022), what is meant by performance is the process from carrying out work activities to the results which relate to organizational goals, their impact on the economy, and meeting the level of customer satisfaction.

According to (Mangkunegara, 2017), employees who are able to achieve maximum performance have certain characteristics, namely finding opportunities to realize predetermined plans, utilizing concrete feedback in their overall work activities, having complex work plans and striving to achieve these goals, have realistic goals, dare to bear and take risks, and tend to have high levels of personal responsibility. From this expert opinion, performance can be

interpreted as the achievement of predetermined goals, which are assessed based on actual achievements compared to targets set by the organization.

According to Robbins (2013), individual employee performance can be measured through several indicators. First, quality, which is measured based on the superior's assessment of the quality of the employee's work and how perfectly the task is completed according to the employee's abilities and skills. The expected result is work that has minimal errors, is thorough and neat. Second, quantity, which refers to the number of activity cycles and units completed by employees, including the ability to complete the target number of tasks or work as well as additional tasks without interrupting the main work. Third, timeliness, which is the level of completion of activities within the specified time and optimizing the availability of time for other activities. Employees are expected to work according to the specified working hours and complete work according to time standards. Fourth, effectiveness, which is the level of optimal use of organizational resources (raw materials, technology, money and energy) to improve results. Employees are encouraged to use existing facilities and technology to complete their tasks and optimize their energy and thoughts when working, working without much direction, instruction and supervision. Fifth, independence, which is the level of employees in carrying out their functions according to work commitments, responsibilities to the office, and work commitments with the agency. Independent employees have the knowledge to understand and complete their work without the help of colleagues or other people.

2.3 Workload

Robbins & Judge (2017) explain that workload (negative or positive) is a problem of perception as a person's process of interpreting and organizing their sensory input in order to provide meaning to their environment. According to Mendagri (2008), the definition of workload is the amount of work an organizational unit or a position is responsible for and this is the result of multiplying the time norm by the work volume. The time norm in this case is the real and reasonable time used effectively by office holders under normal conditions to complete their work. Workload analysis itself is a management technique aimed at obtaining information regarding the level of efficiency and effectiveness of an organization's work based on work volume and carried out systematically.

The definition of workload as explained by Paramitadewi (2017) is how far the worker's ability is to complete his tasks, which can be seen through the amount of work the employee has to do and the time limit for completing it, and also concerns the individual's own subjective perspective regarding his work. Then according to Aliyyah et al. (2021), workload is the volume of work or records of work results, which can show the volume that employees can produce. Meanwhile, objective workload is the total number of activities carried out or time spent. Meanwhile, subjectively, it is a measure used by an individual for statements related to feelings of overwork, a measure of job satisfaction, and also job pressure.

Workload, according to Koesomowidjojo (2017), is influenced by various factors. External factors include burdens originating from outside the worker's body, including work organization, which includes a regular work schedule for completing work as well as aspects

such as wages, career planning, breaks, work shifts, and length of working time which can influence the workload of each employee. . Apart from that, physical tasks related to auxiliary facilities and tools for completing work responsibilities are also included in external factors. The work environment, which includes physical, biological, chemical and psychological aspects, also influences workload. On the other hand, internal factors include the body's response to external workloads. Psychological factors, such as perception, satisfaction, desire, and motivation, as well as somatic factors, such as health status, body posture, age, and gender, are part of the internal factors that influence workload.

Koesomowidjojo (2017) explains that differences in work abilities between employees allow organizations to calculate workload based on several aspects. The time use aspect includes the accumulation of workload which is adjusted to the way employees use their time in doing work. The mental aspect is based on the worker's psychological perspective which influences work capabilities and capacities. The physical aspect, on the other hand, is based on calculating human physical standards against the existing workload.

Indicators are used to see how much employee workload is. According to Koesomowidjojo, (2017), workload has several indicators, namely work conditions, use of time, and targets that must be achieved. Job conditions include how an employee understands his job well. For example, ATR/BPN employees in the survey and mapping section need to understand and be able to operate survey tools, follow the work flow, and process data to create maps. Therefore, employees must often read the latest regulations, technical instructions, work terms of reference and SOPs issued by the central government. Time usage is also an important indicator, because conformity between SOP and working time can minimize workload. Inconsistencies in implementing SOPs and using too little or too much working time can affect workload. Excessive use of work time requires physical and psychological energy, while too little time can cause boredom. Using work time for activities outside of work can also cause a backlog of work. Apart from that, the targets that must be achieved also affect the workload. Employees must understand the number of targets given and the time needed to complete them. Limited time availability and work volume that is not balanced with the target completion time can increase the workload felt by employees. Therefore, employees are required to be able to complete the assigned work targets on time.

2.4 Motivation

The origin of the word motivation is from "motivation", or has the meaning of encouraging inner power. Apart from that, it also comes from "to motivate", which means encouraging people to try or behave. In relation to the management context, this motivation emphasizes how to direct the potential and power of subordinates so that they are willing to work together productively to achieve goals. Robbins & Judge (2017) provide a definition of motivation as a process that explains the perseverance, direction, and strength of an individual to achieve a goal. Stanford (1969) said that motivation is a condition that enables humans to move towards certain goals. Meanwhile, the word motive is based on an explanation from (Mangkunegara, 2017), namely the encouragement of employee needs which are important to be fulfilled so that the

employee concerned can adapt to the environment, while the conditions that make employees moved to be able to achieve their motive goals are called motivation.

The Two Factor Theory of Motivation from Frederick Herzberg (1959), quoted by Robbins (2013), consists of motivation factors (Motivation Factors) that influence employee satisfaction and maintenance factors (Hygiene Factors) that influence employee dissatisfaction. Motivation refers to everything that comes from within oneself (intrinsic) which spurs achievement, while hygiene factors are factors from outside oneself (extrinsic) which also influence individual actions. Motivational factors relate to psychological needs and consist of intrinsic conditions that, if there is job satisfaction, will strengthen motivation and performance. This factor includes personal rewards that are directly related to work, called satisfiers, which include the development of individual potential (advancement), responsibility, the work itself, recognition and achievement. Motivational factors will provide strong motivation if they exist in the company, but dissatisfaction will not arise if these factors do not exist. Maintenance factors, according to Herzberg, are the second factor that influences work motivation, including extrinsic factors in work that can trigger dissatisfaction but do not always motivate employees. These factors are called dissatisfiers or hygiene factors because they are needed to maintain a level of "absence of dissatisfaction". Maintenance factors include the quality of supervision, interpersonal relations, company policy and administration, work conditions and salaries. Herzberg explained that eliminating hygiene factors triggers dissatisfaction, but job satisfaction does not arise just by improving them. When hygiene factors are met, this tends to eliminate job dissatisfaction and can provide motivation if it exists within the company. Hygiene factors represent the drive to eliminate job dissatisfaction through fulfilling primary needs. Several of these factors must be present to make employees satisfied, but if they are not there, employees will feel dissatisfied and demotivated. Herzberg also explained that to motivate someone, managers or leaders need to first eliminate dissatisfaction factors (Hygiene Factors).

3. Research Method

This research summarizes the three types of research used, namely associative, causal and quantitative research. The research was conducted at the Banjarmasin City Land Office during the period from September to October 2023. In the context of this research, emphasis was placed on two main parts of the Land Office, namely the Survey and Mapping Section and the Registration Rights Determination Section. These three types of research provide different approaches in analyzing the phenomena that occur in the two parts. Associative research is used to identify relationships between variables without implying causation, thus helping in understanding how these variables interact in a given context. On the other hand, causal research aims to determine cause-and-effect relationships between variables, thereby providing a deeper understanding of whether changes in one variable can directly cause changes in other variables. Meanwhile, quantitative research allows the collection and analysis of numerical data to answer research questions and test hypotheses. This method provides a systematic way to measure variables and identify patterns or trends in data.

The research location at the Banjarmasin City Land Office provides direct relevance to the

context of land administration in the region, demonstrating the practical application of research findings in land management and urban development. The research duration of two months provides an idea of the time period for data collection and analysis carried out. The choice of study location and duration may be influenced by resource availability, project schedule, or the need to capture seasonal variations in the data.

The unit of analysis in the research is the land registration section at the Banjarmasin City Land Office, with a population of 93 employees consisting of various roles such as surveyors, staff, substance coordinators, section heads and office heads. Thus, this research provides a comprehensive picture of the activities and processes in these two parts. Non-probability sampling techniques, specifically purposive sampling or judgment sampling, were used to select a sample of 40 employees. The choice of this method is based on the respondent's expertise and relevance to the research topic, as well as ensuring diversity in roles and responsibilities within the organization.

The data analysis method uses Structural Equation Modeling (SEM) through the SmartPLS (Partial Least Square) program, which allows researchers to test and estimate cause-and-effect relationships between complex variables. Descriptive data analysis is used to describe the characteristics of the data collected, such as measures of center (e.g., mean, median) and variation (e.g., standard deviation, range). The aim of this analysis is to provide a comprehensive picture of the variables under study and their data distribution, without making generalizations or conclusions about the population as a whole. Thus, the approach used in this research reflects an effort to understand thoroughly and in depth the factors that influence the land registration process and its results at the Banjarmasin City Land Office.

4. Finding and Discussion

Table 2. Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Work Load (X1) -> Performance (Y)	-0,533	-0,490	0,191	2,789	0,005	Significant
Work Motivation (X2) -> Performance (Y)	0,618	0,615	0,170	3,633	0,000	Significant

4.1 The Influence of Workload on Performance

Referring to Table 2, the relationship between workload (X1) and performance (Y) has an Original Sample value of -0.533 (<0) and P Values of 0.005 (<0.05). This means that workload

(X1) has a negative and significant effect on performance (Y). It can be interpreted that the greater the employee workload value, the lower the performance of the Banjarmasin City Land Office employees. In general, a high workload on a job will reduce employee performance. Employees feel that the increasing workload on their jobs will result in lower performance.

Overall, according to the perception of Banjarmasin City Land Office employees, it is clear that excessive or high workloads reduce performance. The results of this research can be understood by looking at the responses from the Banjarmasin City Land Office employee respondents in answering the research questionnaire, that the employees rated the workload with an average of 4,917, which means that the workload felt by the employees was relatively high.

The results of this research support Koesomowidjojo (2017) theory that workloads that are too high can result in low productivity rates, thereby reducing employee performance. These results are in line with research by Ahmad et al. (2019) with the result that in the long term workload will have a negative effect. Research also supports Yamin et al. (2020) and Aliyyah et al. (2021) that workload has a significant negative effect on performance. However, this research does not support the research of Siswanto et al. (2019), Rusmiati et al. (2021), and Widarto et al. (2022) that workload has a significant positive impact on performance. This means that excessive workload can actually increase employee performance.

Workload can affect employee performance when employees receive too many tasks beyond their available time, then the resulting work results will not reach the expected quantity. If the quantity of work is expected to be achieved then the quality of work will be sacrificed. Likewise, if the expected quantity and quality are achieved, there will be excessive working time outside of office working hours (overtime) which must be sacrificed by employees of the Banjarmasin City Land Office.

4.2 The Influence of Motivation on Performance

Referring to Table 2, the relationship between motivation (X2) and performance (Y) has an Original Sample value of 0.618 (>0) and P Values of 0.000 (<0.05). This means that motivation (X2) has a positive and significant effect on performance (Y). It can be interpreted that the greater the employee motivation value, the higher the performance of the Banjarmasin City Land Office employees. In general, high motivation at work will increase employee performance. Employees feel that increasing their motivation will result in higher performance.

Overall, according to the perception of Banjarmasin City Land Office employees, it emphasizes that high motivation leads to increased performance. The results of this research can be understood by looking at the responses from the Banjarmasin City Land Office employee respondents in answering the research questionnaire that the employees rated the average motivation as 5,042, which means that the motivation felt by the employees was relatively high. Likewise, the results of the respondent's assessment of the average performance were 4,913, which is considered high. This means that high motivation triggers employees to increase productivity in completing work at the Banjarmasin City Land Office.

These results support the research of Wolor et al. (2019), and Paais & Pattiruhu (2020), the

results obtained were that there was a significant positive influence of motivation on performance. Motivation is needed in organizations because it involves efforts to encourage employees to achieve organizational goals. Motivation can come from within, so organizational leaders must create a situation where employees can motivate themselves. In this case, the Banjarmasin City Land Office needs to pay attention to the sustainability of hygiene factors (Maintenance Factors) so that employees are not demotivated by the work they do, and then they also have to pay attention to motivation factors so that employees who have fulfilled the maintenance factors can be motivated to carry out work with the best results.

5. Conclusion

Based on research conducted at the Banjarmasin City Land Office, it can be concluded that workload and motivation have a significant influence on employee performance. This study found workload (X1) has a negative and significant influence on performance (Y). This means that the greater the workload, the lower the employee's performance. This research supports Koesomowidjojo's (2017) theory that workloads that are too high can reduce productivity and reduce employee performance. Meanwhile, motivation (X2) has a positive and significant influence on performance (Y). This means that the higher the employee's motivation, the higher their performance. This research supports research conducted by Wolor et al. (2019), and Paais & Pattiruhu (2020) who found that motivation has a positive influence on performance. Motivation is needed in organizations to encourage employees to achieve organizational goals. Motivation can come from within, so organizational leaders must create situations where employees can motivate themselves.

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