

The Influence of Workload and Work Commitment through Motivation as A Moderation Variable on Employee Performance in the Development Administrative Secretariat of Lubuklinggau City

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Abstract

This study aims to test empirically the effect of workload and work commitment on employee performance with motivation as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. The test shows that the first hypothesis is that workload affects employee performance. The second hypothesis is that work commitment affects employee performance. The third hypothesis is that work motivation can moderate the effect of workload on performance. The fourth hypothesis of work motivation can moderate the effect of work commitment on employee performance.

Keywords: performance, workload, work commitment, work motivation.

1. Introduction

The success of an organization, both large and small, is largely determined by the quality of human resources (HR) whose role is to plan, implement and control the organization concerned (Bukit et al., 2017). The success of the organization depends on the quality of the human resources that run it. The potential of existing employees in an organization must be utilized as well as possible so as to provide maximum results.

Human resources are central in organizations and companies, because the quality of the organization itself is very dependent on the quality of human resources as employees and service providers. In a human resource organization that meets the needs, a strategy is needed in managing human resources. Good human resource management will provide progress for agencies, especially in dealing with situations and conditions that are always changing and developing.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization.

Good performance is the most important capital that must be owned by an institution. In

producing optimal performance, good workload is a driving force for employees to produce good performance (Marsusanti, 2015). Excessive workload occurs as a result of a mismatch between workers and their jobs, too many workers but do the work in too little time (Palupiningsih, 2017). The more workload borne by an employee will reduce the employee's performance. Work overload describes very demanding daily tasks and overcoming them can only be done with very high effort. Employees who are overburdened at work that is too high will result in emotional exhaustion (Palupiningsih, 2017). Workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period of time, all of which are related to the indicators (Soleman, 2018).

In addition, performance is also influenced by work commitments, because through this commitment a professional work climate will be created. So, the higher the commitment to the organization can improve the employee's performance. An employee who has high performance can support the achievement of goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. To encourage commitment, organizations need to define and communicate their mission, create a sense of community and support employee development. In addition, management must try to involve employees in setting work goals, specifying how to achieve these goals. However, controlling employee contributions to fully support organizational goals requires employee empowerment. Empowered employees believe in organizational goals, understand what needs to be done and are willing to contribute great ideas.

At present the demand to obtain and develop qualified employees continues to be urgent so that this is a special concern for an agency to get employees who have high motivation to carry out their duties as optimally as possible so that employee performance can increase. Without employees who have high motivation in the field of work and their responsibilities, an agency will fail to realize its existence. Basically motivation can spur employees to work hard so they can achieve their goals. This will improve employee performance so that it influences the achievement of organizational goals (Rivai, 2016).

Based on the initial observations that the researchers made, information was obtained that there were still many employees whose performance was still low and not yet optimal to meet performance standards which was marked by a lack of employee attention to agency goals, employee work results did not meet the standards contained in agencies, responsibilities in each job given still lacking, there is work that is not in accordance with predetermined standards.

Based on the data obtained, it shows that the motivation of the employees of the Regional Secretariat of the City of Lubuklinggau is low, this is evidenced by the lack of interest of employees to increase their level of education. The data shows that there are 12 staff who still have high school education. In addition, motivational problems are also characterized by employees not having high enthusiasm and responsibility in carrying out each of their duties, and motivation from superiors to improve employee performance is still very weak.

The level of employee performance can be assessed by looking at the factors that

influence it, one of which is the workload factor. Problems found regarding workload, namely setting short time targets makes high workloads for employees, uneven workloads among employees result in accumulation of work so that it is not effective in working in turn, work is not completed on time, knowledge and skills possessed by employees, unable to keep up with the amount of work, the various types of work that must be done at the same time.

Problems found regarding work commitment, namely the willingness/desire to come to the office on time have not been implemented properly, there are still employees who come late to the office without explanation, a sense of pride in the organization that has not been maximized. There are several employees who do not take part in events involving the agency where they work, not optimal enthusiasm and work involvement caused by assignments that are not the main function of their field of work.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance. Factors that can affect employee performance, agencies must pay more attention to work commitment, workload and motivation of each employee. Because these factors have a strong influence in improving employee performance.

Previous research regarding the effect of workload on performance with motivation as a moderating variable explained that testing the moderation role of work motivation on the effect of workload on performance has no significant effect (Herningsih & Purwanti, 2020). Subsequent studies explaining the effect of workload on sales promotion performance with motivation as a moderating variable show the result that motivation can affect workload on employee performance, namely motivation can reduce workload thereby increasing performance (Aksama et al., 2020). Research on work motivation moderates the effect of work commitment on auditor performance showing results that the interaction of work commitment and work motivation has a significant effect on auditor performance (Sidik & Safitri, 2020).

2. Literature Review

Motivation is an encouragement for someone to do work (Kasmir, 2016). Motivation is an impetus for a series of processes of human behavior in achieving goals (Wibowo, 2016). Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results (Pandi, 2018). Motivation is a process of trying to influence or encourage the people they lead to do the work they want, according to certain goals that have been set beforehand.

Motivation comes from the Latin word *movere* which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2020). Motivation is a desire that exists in an individual who stimulates him to take actions, both from an active perspective (motivation as a positive effort), and from a passive aspect (motivation as a stimulus and need) (Sedarmayanti, 2016).

Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Rolos, 2018). Workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norm (Workload, 2008). Workload is having to do too many tasks or providing insufficient time to complete tasks (Chandra, 2017).

Based on Health Law Number 36 of 2009 that workload is the amount of work that must be carried by a position/organizational unit and is the product of the number of jobs and time. Every worker can work healthily without endangering himself or the people around him, for this reason it is necessary to make efforts to harmonize work capacity, workload and work environment so that optimal work productivity is obtained (Workload, 2009).

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is the embodiment of work that has been produced or carried out by employees (Priansa, 2017).

Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organizational performance if there are no benchmarks for success (Danuarta, 2017).

Work commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals (Wibowo, 2017). Commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization (Fakhry, 2017). Commitment is a common phenomenon that occurs in all social systems (Kaswan, 2017).

Commitment can be interpreted as self-emotional encouragement in a positive sense. Where employees who want to advance their careers are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving performance (Emron, 2017). Commitment is the level at which a person works to identify an organization, its goals and expectations to remain a member. Commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in that organization (Yusuf & Syarif, 2018).

3. Research Method

This research uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study

were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, motivation, workload and work commitment. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people.

This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variables and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether work motivation variables can strengthen or weaken the relationship between workload and work commitment to employee performance.

4. Findings and Discussions

Based on the results of calculations, the coefficients in the Multiple Linear Regression equation are obtained as shown in the following table:

Table 1. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.499	3.408		6.895	0.000
1 Beban Kerja	0.467	0.112	0.550	4.162	0.000
Komitmen Kerja	0.318	0.090	0.488	3.534	0.001

From the table above it is known that the value of t count (4.162) > t table (1.697) or Sig. (0.000) < 0.05. This means that the workload variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) workload affects employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted. It is known that the value of t count (3.534) > t table (1.697) or Sig. (0.001) < 0.05. This means that the work commitment variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) Work commitment has an effect on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination can be seen in the following table: 2.

Table 2. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	0.688 ^a	0.238	0.219	4.745
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From the table above shows the value of the coefficient of determination (R^2) obtained is 0.688 which can be interpreted, changes in the value of the dependent variable employee performance are explained by all independent variables, namely workload and work commitment simultaneously by 68.8%. The rest (100% -68.8%), namely 31.2%, is influenced by other variables not examined in this study.

The results of the F test (simultaneous) on competency and motivation variables on employee performance can be seen in the following table:

Table 3. F test results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	281.182	2	281.182	12.487	0.001 ^b
Residual	900.723	27	22.518		
Total	1181.905	39			

The table above shows that the Fcount value obtained is 12.487 with a significant value of 0.001 < 0.05. This shows, simultaneously the independent variables of workload and work commitment have a significant influence on the dependent variable of employee performance.

The results of the Moderated Regression Analysis (MRA) test calculations can be seen as follows:

Table 4. Moderated Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.404	5.386		1.375	.177
Beban Kerja	0.350	0.104	0.412	3.361	0.002
Work motivation	0.179	0.082	0.274	2.167	0.001
BK*MK	0.253	0.108	0.286	2,337	0.000

From the table above it is known that t count (2.337 > t table (1.697) and Sig. (0.002) < 0.05. The table above shows that the workload variable has a significant level of 0.002

which is less than 0.05. The parameter coefficient value is 0.253 and is positive, this means that the value of the employee performance variable will increase by 0.253 if the value of the workload variable is moderated by the work motivation variable, it increases and the other independent variables have a fixed value. It can be concluded that work motivation moderates the relationship between workload and employee performance. Where work motivation can strengthen the effect of workload on employee performance. This proves that appropriate workload can improve employee performance. Thus it can be concluded that the third hypothesis (H3) work motivation can moderate the effect of workload on employee performance at the Regional Secretariat Office Lubuklinggau City was accepted.

Table 5. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.898 ^a	0.888	0.947	3.992

From the table above it is known that the R square value is 0.888, which means that the effect of workload on performance with work motivation as a moderating variable is 88.8%.

Table 6. *Moderated Regression Analysis Results*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
(Constant)	12,754	5,785		2,205	.033
Work Commitment	0.254	0.089	0.389	2,839	0.002
Work motivation	0.290	0.121	0.328	2,392	0.000
KK*MK	0.229	0.084	0.352	2,729	0.000

From the table above it is known that t count (2.729) > t table (1.697) and Sig. (0.000) < 0.05. The table above shows that the work commitment variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 0.229 and is positive. This means that the value of the employee performance variable will increase by 0.229 if the value of the work commitment variable moderated by the work motivation variable increases and the other independent variables have a fixed value. It can be concluded that work motivation moderates the relationship between work commitment and employee performance. Where work motivation can strengthen the effect of work commitment on employee performance. This means that the higher the work commitment moderated by work motivation, the employee's performance will increase. Thus it can be concluded that

the fourth hypothesis (H4) work motivation can moderate the effect of work commitment on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.43 ^a	0.814	0.884	4.214

From the table above it is known that the R square value is 0.814, which means that the effect of work commitment on performance with work motivation as a moderating variable is 81.4%.

The effect of workload on employee performance at the regional secretariat office of lubuklinggau city. The results of the study indicate that there is a significant effect of workload on employee performance. This shows that the more optimal workload, the more employee performance will also increase. The results of this study support the theory which says that the amount of work that must be borne by a position/organizational unit is the product of the number of jobs and time. Every worker can work healthily without endangering himself or the people around him, for this reason it is necessary to make efforts to harmonize work capacity, workload and work environment so that optimal work productivity is obtained (Workload, 2009). The results of this study are in line with research conducted by (Herningsih & Purwanti, 2020) this research states that workload affects employee performance.

The effect of work commitment on employee performance at the regional secretariat office of lubuklinggau city. The results of the study indicate that there is a significant effect of work commitment on employee performance. This proves that the higher the level of work commitment, the higher the performance. The higher the organizational commitment, the higher the employee performance will be. The results of this study support the theory (Fakhry, 2017), which says that organizational commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization. If employees already have a commitment to believe in and accept organizational goals and will not leave the organization, then that person will work wholeheartedly and will improve performance for satisfying results. Because a good commitment will provide maximum performance. Commitment is the relative strength of individual identification and involvement in a particular organization, including trust, support for organizational goals and values and a strong desire to use genuine efforts for the benefit of the organization and a strong will to maintain membership in the organization. The results of this study support research conducted by (Prabowo & Lestari, 2018) which states that work commitment has a significant effect on employee performance

The effect of workload on employee performance in moderation of work motivation at the regional secretariat office of lubuklinggau city. The results of the study indicate that there is a significant effect of workload moderated by work motivation on employee performance. This means that work motivation can moderate the effect of workload on

employee performance. Workload is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed (Priansa, 2018). Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period of time, all of which are related to the indicators. Measurement of workload is interpreted as a technique to obtain information about the efficiency and effectiveness of the work of an organization, or position holders which is carried out systematically using job analysis techniques, workload analysis techniques or other management techniques (Soleman, 2018).

The results of this study are supported by research conducted by (Aksama et al., 2020) and (Irawan & Prasetyo, 2022), the results of the study show that work motivation can moderate the effect of workload on employee performance.

The effect of work commitment on employee performance in moderation of work motivation at the regional secretariat office of lubuklinggau city. The results showed that work motivation moderates the relationship between work commitment to performance, this is because work commitment with the support of work motivation will improve performance. This shows that the increasing work commitment supported by work motivation will also increase the performance at the Lubuklinggau City Regional Secretariat Office. High commitment will provide high performance. This shows that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization, as employees have organizational commitment, their productivity will increase and so will work performance. Organizational commitment can significantly influence the interest, tendency to stay, tendency to leave, and the efficacy of employee behavior in the organization, and their consequences for performance. The results of this study are also supported by previous research related to the effect of work commitment on employee performance with work motivation as a moderating variable by (Sidik & Safitri, 2020) which shows that work commitment is strengthened by the support of work motivation has a close relationship to improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test indicate that workload has a significant effect on employee performance. The results of testing the second hypothesis indicate that work commitment has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of workload and work motivation has an effect on employee performance. The results of testing the fourth hypothesis indicate that the interaction of workload and work motivation has an effect on employee performance.

Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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