Analysis to Improve Employee Performance on Jember Regional Management and Revenue Unit with Workload Variables, Work Discipline and Work Motivation

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Abstract: The purpose of this study is to analyze the influence of workload variables, work discipline and work motivation on employee performance variables at the Jember Regional Management and Revenue UPT office. In this study, a quantitative descriptive approach is used, which means that the research aims to determine the influence between two or more variables by using numbers and statistics for data collection and analysis. This study uses primary and secondary data with the research population, namely all employees of the Jember Regional Management and Revenue UPT as many as 30 employees and the sample used in this study uses the saturation side method so that the entire population is used as a research sample. The data analysis technique in this study uses multiple linear regression analysis using SPSS Version 22. Based on the results of the research, the first hypothesis was produced that it had a positive and significant influence on employee performance. The second hypothesis is that work discipline has a positive effect on employee performance. And the results of the third hypothesis have results that explain that work motivation affects employee performance.

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

INTRODUCTION

To be able to achieve the goals of an organization well, it is inseparable from the employee factor as a form of human resource management. To manage human resources, especially in terms of planning, recruiting and improving employee performance, a model is needed that can attract the full potential of the workforce for the benefit of the organization. So that it can produce profitable results in achieving organizational goals related to organizational or institutional strategies. Strategy is a group of executives in making decisions on the main resources in the allocation, including process structure and human resources [1].

According to Hasibuan [2] Indicates that employee performance is defined as the level of achievement or work outcomes of the goals that an employe must achieve in carrying out tasks in line with responsibilities within a specified time frame. Workload according to Koesomowidjojo [3] states that workload is a process of determining the number of working hours needed by human resources to be able to complete a task within a certain period of time. Work discipline according to Andini [4] is a term that refers to regulations or policies developed by employees so that they can voluntarily adjust to decisions, regulations and principles related to their work and the way they behave. According to Adha et al. [5] work motivation is a force that motivates a person to work and work well with others.

In an attempt to enhance employee performance in a business or organization, the research hopes to further explore the function and involvement of workload factors, work discipline, and work motivatioan with employee performance. In this case, the researcher has determined the object of the research, namely the employees of the Jember Regional Management and Revenue Unit where there are problems, namely in the workload there are several employees who concurrently work so that the workload received by employees is more which shows the difference between individual capacity and tasks that must be completed. And in terms of discipline, there are still employees who arrive late and employee absences who cannot come to the office. This also needs to be motivated by employees both from fellow colleagues and institutional leaders. Lack of motivation can also affect the performance of the employees themselves.

This study is also based on the research gap regarding the variables used, where previous studies have inconsistent results regarding the influence of workload variables, work discipline, and motivation on employee performance. In accordance with research conducted by Ohorela [6] and Alim et al. [7] which stated that workload affects employee performance. However, according to Sitompul [8] and Putri et al. [9] the workload does not have a significant effect on employee performance. According to Pesik et al. [10] and Fauzi [11] work discipline has an effect on employee performance, while according to Liyas [12] and Hasyim [13] they contend that employee performance is not significantly and favorably impacted by work discipline. Work motivation has an effect on employee performance according to Fauzi [11] and Anandita [14] but another opinion says that work motivation has no effect on employee performance according to [13] and Hidayat [15]. The purpose of this study is to determine how work-related variables, work-related discipline and work-related motivation impact employee performance at the Jember Regional Management and Revenue Unit.

METHOD

This study takes a quantitative descriptive method, collecting and analyzing data primarily via the use of numbers and statistics in order to ascertain the effects of factors related to workload, work discipline an work motivation on employee performance. The data used is through primary data from interviews and questionnaire distribution as well as secondary data from journals, books and the internet. The study's population consists of all 30 or more workers of the Jember Regional Management and Revenue Unit. Furthermore, the research sample comprises all 30 employees of the Jember Regional Management and Revenue Unit, as determined by applying the saturation sampling technique to the whole population. In the data analysis technique, this study tests the validity and reliability test as a test material for the reliability of the research questionnaire. Then multiple linear regression analysis, classical assumption test which includes normality test, heteroscedasticity test and multicollinearity test. A hypothesis test that tests the influence partially (t test) and simultaneously (F test). As well as the determination coefficient, which measures how strong the free variable is in the regression model, explains the variation of the bound variable.

RESULTS AND DISCUSSION

From the results of data analysis using the SPSS Version 22 application by applying the data analysis techniques that have been determined, there are results regarding validity and reliability tests. In this study, all instruments in the questionnaire statement have been proven that the data instruments used are valid and reliable. This is evidenced by the validity results that all questionnaire statements have a significance value of < 0.05. And in terms of reliability, all research instruments are proven to be reliable, as evidenced by *Cronbach's alpha* value of > 0.60 so that the data instruments used are declared valid and reliable or reliable.

From the number of research samples, as many as 30 respondents are known to be related to the results of the classical assumption test which includes normality test, multicollinearity test and heteroscedasticity test. In the classical assumption test that has been carried out, it was found that all data have met the requirements in the classical assumption test. Then in the hypothesis test, the results of the partial t test and the simultaneous f test state that:

1.   The workload variable with the $_{\text{t-value calculated}} > t _{\text{table}}$ is $2.541 > 1.705$ and the sig. value is $0.017 < 0.05$. Which means that workload has a positive and significant effect on employee performance.

2.   The work discipline variable with a t-value $_{\text{calculated}} > t _{\text{table}}$ was $7.775 > 1.705$ and a sig. value of $0.000 < 0.005$. Which means that work discipline has a positive and significant effect on employee performance.

3.   The work motivation variable with the value of t $_{\text{calculated}} > t _{\text{table}}$ is $- 4.803 > -1.705$ and the value of sig. $0.000 < 0.005$. Which means that work motivation has a negative effect on employee performance.

4.   The variables of workload, work discipline and work motivation with a value of f $_{\text{calculated}} > f _{\text{table}}$ of $25.293 > 2.980$ and a value of $0.000 < 0.005$. Which means that the independent variable has a simultaneous and significant effect on employee performance.

Multiple Linear Regression Analysis

The purpose and purpose of conducting linear regression testing is to be able to determine how much influence or change occurs between independent variables which include workload (X1), discipline (X2) and motivation (X3) on dependent variables, namely employee performance (Y).

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,779	1,691		8,739	0,000
	Beban kerja	0,101	0,040	0,263	2,541	0,017

Disiplin Kerja	0,268	0,035	0,800	7,775	0,000
Motivasi Kerja	-0,234	0,049	-0,509	-4,803	0,000

    a.   Dependent Variable: Kinerja Pegawai

According to the test result above, the work discipline variable's standardized coefficient has the highest beta value of 0,800, indicating that it has a greater impact on employee performance than the other independent variables, such as workload 0,101 and work motivation -0,234. The following is a detailed explanation of the linier regression equation:

1. Constant
   The value of the constant (α) has a positive value of 14.779. This shows that the positive sign on the constant value has the meaning of showing a one-way positive influence between the independent variable and the dependent variable. If the value of the workload of work discipline and work motivation is 0 or constant, then the average employee performance is 14.779.
2. The workload coefficient (X_1) has a positive value of 0.101 which means that every increase in the workload variable increases by 1 level and other variables are fixed, then the employee performance variable also increases by 0.101.
3. The work discipline coefficient (X_2) has a positive value of 0.268 which means that every increase in the work discipline variable increases by 1 level and other variables are fixed, then the employee performance variable also increases by 0.268.
4. The work motivation coefficient (X_3) has a negative value of 0.234 which means that for every increase in the work motivation variable by 1 level, the employee performance variable decreases by 0.234.

Coefficient of Determination

The determination coefficient test aims to be able to find out or calculate how much the regression model has in explaining the influence between independent variables on bound variables. An examination of the analysis's findings reveals that the Adjusted R Square score is 0,715. In this case, the value means that the employee performance variable as a bound variable is influenced by the workload variable, work discipline and work motivation by 71.5%. Meanwhile, the other 28.%% (100% - 71.5%) is influenced by other variables such as leadership style, organizational culture, work stress and so on that are not included in the regression equation of this study or variables that are not studied.

The Effect of Workload on Employee Performance

From the results of the analysis, it was stated that the workload variable had a positive and significant effect on the performance of employees of the Jember Regional Management and Revenue Unit. This is in accordance with research conducted by Alim et al. [7] and Ohorela [6] who stated that workload has a significant effect on employee performance. This result explains that the workload variable has a positive influence, which means that the higher the value of the workload variable, the higher the value of the employee performance variable. Likewise, the lower the variable value of the workload, the lower the value of employee performance.

The results of this study show that in providing a workload that is in accordance with standards, it will be able to improve employee performance. However, on the contrary, if the workload is excessive, it will result in employees becoming tired quickly, which has an impact on the performance of the employees themselves which decreases so that it is not in accordance with and in line with the goals and vision and mission of the institution being run. In addition, the provision of a workload that is too low will also have an impact on employees because they get bored and monotonous quickly and for institutions that are detrimental because they provide employee incentives that are not appropriate or unbalanced with the workload received.

The Effect of Work Discipline on Employee Performance

The test results explained that the work discipline variable had a positive and significant effect on the performance variables of employees of the Jember Regional Management and Revenue UPT. This result is in line with the research conducted by Pesik et al. [10] and M. Fauzi [11] who said that the variable of work discipline has a significant effect on employee performance. From the results obtained, the work discipline variable has a positive effect which means that the higher the value of the work discipline variable, the employee performance variable will follow. Likewise, the lower the value of the work discipline variable, the higher the value of the employee performance variable.

The results of this study show that work discipline has a great influence on the performance of employees in the institution against the targets that have been set. If employees are not disciplined in their work, the results obtained will not be maximized. However, there are some employees of the Jember Regional Management and Revenue Unit who still have a lack of discipline because there are still some employees who often arrive late. Small habits like this will be able to affect performance and have an impact on the institution so that it is not achieved optimally related to the targets or objectives that have been set.

Therefore, the institution needs to make improvements in policies and stricter sanctions against employees who commit work violations. Because employees who have good work discipline will help the institution in achieving the goals and vision and mission that are carried out. So that employee performance can increase and the institution can achieve the goals to be achieved.

The Effect of Work Motivation on Employee Performance

The test results stated that the work motivation variable had a negative and significant effect on the performance variables of the Jember Regional Management and Revenue UPT staff. These results are in accordance with research that has been carried out by Tanjung and Manalu [16]. Having influence in a negative direction means that the higher the value of the work motivation variable, the lower the value of the employee performance variable. And vice versa, the lower the value of the work motivation variable, the higher the value of the employee performance variable.

From the results of this study, it is explained that if the motivation given is too high for employees, it will affect the performance of the employees themselves. Because by providing too high work motivation, employees feel proud in so that he sometimes underestimates his work which is his responsibility and has an impact on decreasing employee performance. In its effort to improve performance of employees of the Jember Regional Management and Revenue Unit, the head of the institution can pay attention to the work motivation for which employees in the tests that have been carried out employees want that the service that has been given by employees to the institution can

be recognized by the head of the institution. As well as providing opportunities for employees in develop its potential.

The importance of work motivation in an effort to improve employee performance needs to be considered for an institution or organization. Because motivation is rarely lost and is the driving force that directs employees towards goals. And leaders must also understand the motivation that motivates employees to work, this motivation is what determines the behavior of employees to work or in other words behavior is the simplest representative of motivation.

The Effect of Workload, Work Discipline, and Simultaneous Work Motivation on Employee Performance

The results of simultaneous testing analysis of workload variables, work discipline and work motivation on employee performance have a significant effect. This result is evidenced by the F value $_{of the >}$ F $_{table}$ of $25.293 > 2.980$ and the sig. value of $0.000 < 0.005$. These results show that the multiple regression model is feasible to use. The regression model includes independent variables, namely workload, work discipline and work motivation have a simultaneous or joint influence and significantly affect the bound variable, namely employee performance.

CONCLUSION

This research explains that the workload variable and the work discipline variable have a positive and significant influence on employee performance variables. However, the work motivation variable has a negative and significant influence on the performance variable in the Jember Regional Management and Revenue Unit. The results of this study can add new insights and experiences regarding efforts to improve employee performance in institutions and companies through workload variables, work discipline and work motivation. This research is expected to be used as a reference in future research. As well as to be able to develop and consider other research variables such as leadership style, work culture, work stress and so on that are more relevant related to factors that can affect in an effort to improve employee performance.

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