

The Effect of Work Motivation, Service Quality and Employee Workload on Employee Performance

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Abstract

Human resource management is an important field of study in the company because the problems faced by the company are not only the problems of raw materials, capital, work tools, and production, but also the problem of human resources, which in fact is the party that runs and manages the factors of production as well as the purpose of the production activities themselves. The purpose of this study was to determine the effect of work motivation, service quality and employee workload on the performance of employees of the Bukit Kerman Sub-District Office, Kerinci Regency. This research is quantitative research. The sample in this study amounted to 25 people. Data is processed using the SPSS application. Data analysis techniques used in this study include normality test, reliability test, multiple linear regression test, test and f test. The results of this study are: Work motivation has a positive effect on the performance of employees of the Bukit Kerman sub-district office of Kerinci district, service quality has a positive effect on employee performance in the Bukit Kerman sub-district office of Kerinci district, workload has a negative effect on employee performance in the Bukit Kerman sub-district office of Kerinci district, work motivation, service quality and workload together have a positive effect on the performance of employees of the Bukit Kerman sub-district office of Kerinci district. With an R^2 figure of 0.680 or 68% of employee performance is influenced by the independent variables of Work Motivation, Service Quality and workload.

Keywords: Work Motivation, Service Quality, Employee Workload, Employee Performance, Employee.

Abstrak

Manajemen sumber daya manusia ini menjadi bidang kajian penting dalam perusahaan karena problem yang dihadapi perusahaan bukan hanya persoalan bahan mentah, modal, alat kerja, dan produksi saja, tetapi juga problem sumber daya manusia yang notabene adalah pihak yang menjalankan dan mengelola faktor-faktor produksi sekaligus merupakan tujuan dari kegiatan produksi itu sendiri. Tujuan penelitian ini adalah untuk mengetahui pengaruh motivasi kerja, kualitas pelayanan dan beban kerja pegawai terhadap kinerja pegawai Kantor Camat Bukit Kerman Kabupaten Kerinci. Penelitian ini merupakan penelitian kuantitatif. Sampel dalam penelitian ini berjumlah 25 orang. Data diolah menggunakan aplikasi SPSS. Teknik analisa data yang digunakan dalam penelitian ini diantaranya uji normalitas, uji reliabilitas, uji regresi linear berganda, uji dan uji f. Adapun hasil dari penelitian ini yaitu: Motivasi Kerja memberikan pengaruh yang positif terhadap kinerja pegawai kantor kecamatan Bukit Kerman kabupaten Kerinci, kualitas pelayanan memberikan pengaruh yang positif terhadap kinerja pegawai di kantor kecamatan Bukit Kerman kabupaten Kerinci, beban kerja memberikan pengaruh yang negatif terhadap kinerja pegawai di kantor kecamatan Bukit Kerman kabupaten Kerinci, motivasi kerja, kualitas pelayanan dan beban kerja secara bersama-sama berpengaruh positif terhadap kinerja pegawai kantor kecamatan Bukit Kerman kabupaten Kerinci. Dengan angka R^2 0.680 atau 68% kinerja pegawai dipengaruhi variabel independen Motivasi Kerja, Kualitas Pelayanan dan beban kerja.

Kata kunci: Motivasi Kerja, Kualitas Pelayanan, Beban Kerja, Kinerja, Pegawai.

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1. Introduction

Every agency must have goals that must be achieved. In achieving these goals, the agency cannot be separated from the contribution of employees. Employees are the most important asset for the agency. With the satisfaction of employees to the agency [1]. Not only that, employees also have an important role in the development of agency goals. As the main actors in realizing agency goals, employees have thoughts, feelings and desires that can influence their attitudes towards their work. Positive attitudes should be

fostered so as to have a positive effect on the agency and negative attitudes should be avoided so as not to have a negative effect on the agency [2].

The importance of human resource management or HRM for agencies is that through these activities, agencies are able to create internal agency balance [3]. This internal balance includes the goals, objectives and activities of the various parties in the agency. If the internal balance has been owned by the agency, the efficiency and productivity of work in the agency will be better [4]. For this reason, not a few agencies have

launched HR management from the recruitment of prospective employees to empowering existing human resources in each department of the agency [5]. HR management is also able to assist agencies in improving the positive contribution of the workforce.

Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [6]. As well as assessing how someone has worked compared to predetermined targets. A person's performance is a combination of ability, effort and opportunity that can be assessed from work results [7]. To produce maximum performance, the agency must be able to direct each employee to show a high and good disciplinary attitude as a role model so that good performance is realized and has a positive impact on employees [8].

Likewise, the Bukit Kerman District Office is very concerned about the performance of its employees, however, based on an initial survey, it shows that employees at the Bukit Kerman District Office still have several employees who still have not shown good performance for the agency. Some employees still look lackluster in carrying out the tasks assigned by the agency to these employees, as well as the lack of enthusiasm that exists in employees is very clear so that this affects the performance of the employees themselves, and there are still many employees who have not shown maximum performance for the agency.

Motivation also influences employee performance which encourages someone to do and do something activities will greatly affect the optimal work results and can achieve satisfaction, not merely to meet needs. Someone who has high motivation really likes the work set by the organization, whether it challenges their skills or not and can take advantage of their abilities [9]. This opinion is in accordance with the opinion he states that someone who has high work motivation will be seen at the level of achievement achieved, basically human motivation is the desire to overcome the desire to overcome challenges, to achieve progress and growth, the urge to make relationships with others, the urge to excel by doing quality work, and can control a situation and the tendency to take risks, motivation greatly affects the job satisfaction of an employee [10].

Therefore, competition in various sectors makes the process of managing and maintaining organizational management increasingly getting serious attention from all elements in the organization to create a managerial system that is strong and able to keep up with current developments [11]. Human resources, in this case employees in an institution/organization, certainly try to work with the abilities they have in order to achieve the desired job satisfaction [12]. The more aspects of the job that match the employee's wishes, the higher the level of satisfaction he feels.

sense of security in the work atmosphere that is able to encourage employees to be more dedicated in completing the tasks assigned by the leadership, both a safe atmosphere before work, during work and after work, this kind of safe working condition, as well as being supported by colleagues who can be invited to cooperate in various activities is the desire of every employee in an agency [13].

Furthermore, service is the activity of a person, group or organization either directly or indirectly to meet needs [14]. This means that the service is to fulfill the basic needs and civil rights of every citizen. The government is obliged to provide services to all citizens. However, in reality, the conditions for service delivery in Indonesia are still not effective and efficient and the quality of human resources is inadequate [15]. The 1945 Constitution mandates that the State must serve every citizen and resident to fulfill their basic needs in order to improve the welfare of the community. This means that the public interest must be implemented by the government as a state organizer, especially those concerning the basic needs of society. The existence of optimal government duties and functions will ensure public satisfaction and trust in the ruling government [16].

The government is responsible and continues to strive to provide the best service to the community. The low quality of public services provided by government officials has become a bad image of the government in the community. Some people who have dealt with the bureaucracy always complain and are disappointed with the services provided. Until now, people still underestimate the performance of the bureaucracy. The sub-district is a local level government that provides public services to the community that are operational in nature [17].

With the slow response to public services, people often complain that the response time of public services is very slow, making unrest widen so that people are reluctant to deal with related agencies, they feel frustrated because they have to wait a long time in the service to get help or answers to public questions. Declining public satisfaction with services that impact on weak service quality is a measure of the success of the government, especially in Kerinci district, to be fast or sensitive to the problems that occur [18].

In an agency, of course, we will receive tasks and must complete them on time. However, it is not uncommon for employees to delay their work so that it accumulates and creates workload for that person. Workload is a condition of the job with its job description that must be completed within a certain time. This problem arises from the interaction between the demands of the tasks of the work environment where it is used as a workplace, the skills and perceptions of the worker. Workload is sometimes defined operationally on factors such as task demands

or efforts made to do the job. Evidenced in the results of research) which shows that there is a strong influence between workload on employee performance [19].

Not to mention the many tasks that exist in these employees are very many and accumulate so as to cause workload on the employees themselves, excessive workloads such as tasks that accumulate, as well as tasks whose time has been targeted to be completed at the time specified by the agency. This has an unfavorable impact and will cause fatigue both physically and mentally. Excessive workload has a very bad impact on employee performance. Had the employees completed it properly and thoroughly, the workload would not have happened to them. Sometimes employees also do their duties by force and that makes the quality of the employee's own work decrease, as a result, many of these tasks become wrong due to the negligence of the employees themselves. This also greatly impacts the quality of employee work and has a negative impact on employee performance.

In addition to workload, another factor that affects employee performance in the agency is the work environment. In order to create good performance, agencies must provide a comfortable and conducive work environment that can provoke employees to work productively. Providing a comfortable work environment will be able to provide comfort and satisfaction to employees for the work done and give a deep impression to employees which in turn employees will have good performance. The results of research show that there is a strong relationship and effect on the work environment on employee performance [20].

The size of the workspace is also inadequate, limiting the space for employees to move, not to mention the lack of a conducive work environment caused by arguments between employees regarding the distribution of tasks and so on. Employees should already know and get tasks that are in accordance with their positions so that an unfavorable work environment does not arise. The phenomena contained in the Bukit Kerman District Office of Kerinci Regency affect the performance of employees who are still not good.

2. Research Method

This research was conducted on employees of Bukit Kerman District, Kerinci Regency. The population and sample in this study were 25 people. The data analysis techniques used are as follows:

Validity Test

The validity test is used to measure whether a questionnaire is valid or invalid. If the result $r_{count} > r_{table}$, then the statement is valid, otherwise if $r_{count} < r_{table}$, then the statement is invalid.

Reliability Test

Reliability is a test tool to determine the reliability of a variable or the extent to which the measurement results have consistency when measured several times against the same symptoms.

Normality Test

The normality test aims to see whether the sample data is normally distributed or not. The normality test can be done using the Kolmogorov Smirnov test with SPSS software. The data is normally distributed if the significant level obtained is greater than the real level of 0.05.

Multicollinearity Test

Multicollinearity test is a test conducted to ascertain whether in a regression model there is intercorrelation or collinearity between independent variables.

Multiple Regression Analysis

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that influence and the variables that are influenced. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

T statistical test

The t statistical test to see whether the independent variables X_1 , X_2 , X_3 have a significant effect on the dependent variable Y in the regression equation used, it is necessary to test the hypothesis using the t statistical test, namely comparing the tcount value with the ttable value at $df = n-2$.

F statistical test

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data.

Determination Coefficient

To determine the size of the influence of the independent variable on the dependent variable, it is determined by the coefficient of multiple determination (R^2).

3. Result and Discussion

Normality Test

The results of the normality test can be seen in the table below.

Table 1. Normality test results

One-Sample Kolmogorov-Smirnov Test				
	Y	X1	X2	X3
N	25	25	25	25

Normal Parameters ^a	Mean	26.7917	45.0417	35.6042	34.1875
	Std. Deviation	1.59732	2.15326	1.85357	2.27527
Most Extreme Differences	Absolute	.171	.117	.108	.123
	Positive	.121	.091	.107	.123
	Negative	-.171	-.117	-.108	-.100
Kolmogorov-Smirnov Z		1.186	.813	.746	.856
Asymp. Sig. (2-tailed)		.120	.524	.635	.457

From Table 1 above, which is a normality test, it can be seen that in the regression model, confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is $0.120 > 0.05$, the work motivation variable (X1) is $0.524 > 0.05$; service quality variable (X2) is $0.635 > 0.05$; workload variable (X3) is $0.457 > 0.05$. So it is concluded that for performance variables, work motivation, service quality, and employee workload in the Bukit Kerman District Office, Kerinci Regency are normally distributed.

Table 2. Multiple linear regression test results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.972	6.899		4.489	.000
	Motivasi kerja	.451	.110	.069	4.110	.000
	Kualitas pelayanan	.212	.105	.159	2.019	.041
	Beban kerja	-.360	.128	-.186	-2.812	.036

Based on Table 4.13 above, the estimation model can be analyzed as follows:

$$Y = 30.972 + 0.451 (X1) + 0.212 (X2) - 0.360 (X3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 30.972 which means that if the Quality of Service and workload are zero, then the value of the performance variable is at 30.972. This means that the variables that work motivation, service quality and workload contribute to improving the performance of employees of the bukit kerman sub-district office, kerinci district.
- The regression coefficient value of Employee Performance is positive 0.451. This means that if work motivation increases by one unit, it will result in an
- The Employee Performance regression coefficient value is positive 0.212. This means that if the quality of service increases by one unit, it will result in an increase in performance of 0.212 units.
- The workload regression coefficient value is negative, namely 0.360. This means that if the workload increases by one unit, it will result in a decrease in employee performance by 0.360 units. increase in performance by 0.451 units.

Regression Coefficient Test (t test)

Multicollinearity Test

multicollinearity test results are presented in the table below:

Table 2. Multicollinearity test results

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Motivation	0.984	1.016
	Service quality	0.964	1.038
	Workload	0.975	1.026

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis test are presented in the table below:

t test results are explained in the table below:

Table 3. t test results

Model		Unstan. Coe.		Stand. Coef.	t	Sig.
		B	Std. Error	Beta		
1	C	30.972	6.899		4.489	.000
	X1	.451	.110	.069	4.110	.000
	X2	-.360	.128	-.186	-2.812	.036
	X3	.212	.105	.159	2.019	.041

a. Hypothesis Testing 1

The first hypothesis proposed, that work motivation partially has a positive effect on Community Satisfaction. Based on the analysis results of the t test, it is known that the significance level of the service quality variable is $0.000 < \text{than the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between service quality on Community Satisfaction at the Bukit Kerman Sub-District Office, Kerinci Regency.

b. Hypothesis 2 Testing

The third hypothesis proposed, that service quality partially has a positive effect on performance. Based on the analysis results of the t test, it is known that the

significance level of the Service quality variable is $0.041 < \text{than the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the quality of service on the performance of employees of the Bukit Kerman District Office, Kerinci Regency.

c. Hypothesis Testing 3

The second hypothesis proposed, that workload partially has a negative effect on employee performance. Based on the analysis results of the t test, it is known that the significance level of the workload variable is $0.036 < \text{than the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative influence between workload on employee performance at the Bukit Kerman District Office, Kerinci Regency.

d. Hypothesis 4 Testing

The fourth hypothesis proposed, that Work Motivation, Service Quality and workload together have a positive effect on employee performance. Based on the analysis results of the F test, it is known that the significance level of the Work Motivation, Service Quality and workload variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence together between Work Motivation, Service Quality and workload on the performance of employees of the Bukit Kerman District Office, Kerinci Regency. As can be seen in table 4.16 below:

The results of the f test are explained in the table below

The results of the f test are explained in the table below:

Tabel 4. f test results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.499	3	2.166	4.840	.000 ^a
	Residual	113.418	44	2.578		
	Total	119.917	47			

Coefficient of Determination (Adjusted R Square)

The results of the coefficient of determination test are presented in the table below:

Table 5. Coefficient of determination test results

Model	R	R Square	Ad. R Square	Std. Error
1	.833 ^a	.693	.680	1.60552

Based on the results of the Adjusted R square analysis, it is 0.680, this means that 68% of employee performance is influenced by the independent variables that are Work Motivation, Service Quality and

workload. While the remaining 32% is influenced by other variables outside the model.

Discussion

The Effect of Work Motivation on Employee Performance of the Bukit Kerman District Office, Kerinci Regency

The results of this study indicate that Work Motivation has a significant influence on the Performance of Employees of the Bukit Kerman District Office of Kerinci Regency. This indicates that Work Motivation determines the Performance of Employees of the District Office of Bukit Kerman, Kerinci Regency. This means that the higher the Work Motivation, the higher the Employee Performance.

From the results of this study, it can be seen that the Work Motivation variable has a coefficient of 0.451, which means that the increase in Work Motivation is 0.451 units. This indicates that Work Motivation can play a role in increasing Work Motivation. If the Bukit Kerman District Office of Kerinci Regency wants to improve employee performance, it must improve work motivation.

This is in line with the opinion of Muamar (2017: 10) which states that basically, Work Motivation in a government institution has the aim of directing the behavior of employees with a number of regulations that support the achievement of the institution's goals. Work Motivation is said to have an effect on Employee Performance if employees always prioritize Motivation at work, then indirectly the employee's performance will increase and get better.

The results of this study are in line with the research of Pramesti Arianty, N. (2016). which shows that Work Motivation has a positive and significant effect on Employee Performance.

The Effect of Service Quality on Employee Performance of the Bukit Kerman District Office, Kerinci Regency

The results of this study indicate that Service Quality has a significant influence on Community Satisfaction at the Bukit Kerman District Office, Kerinci Regency. This indicates that Service Quality determines Community Satisfaction at the Bukit Kerman District Office, Kerinci Regency. This means that the higher the Service Quality, the higher the Community Satisfaction.

From the results of this study, it can be seen that the Service Quality variable has a coefficient of 0.212, which means that an increase in Service Quality unit will state 0.212 units. This indicates that Service Quality can play a role in improving Service Quality. If the Bukit Kerman District Office of Kerinci Regency wants to improve Employee Performance, it must improve Service Quality.

This is in line with the opinion of Muamar (2017: 10) which states that basically, Service Quality in a government institution has the aim of directing the behavior of employees with a number of regulations that support the achievement of the institution's goals. Service quality is said to affect employee performance if employees always prioritize service quality in work, then indirectly the employee's performance will improve and get better.

The results of this study are in line with the research of Pramesti Arianty, N. (2016). which shows that service quality has a positive and significant effect on employee performance.

The effect of workload on employee performance at the Bukit Kerman District Office, Kerinci Regency

The results of this study indicate that workload has a significant negative effect on the performance of employees of the Bukit Kerman District Office, Kerinci Regency. This indicates that employee workload can reduce employee performance at the Bukit Kerman District Office, Kerinci Regency. This means that the higher the agency's workload, it will be able to improve employee performance.

From the results of this study, it can be seen that the workload variable has a coefficient of 0.360, which means that reducing the workload unit by 0.360 units. This indicates that workload can play a role in improving employee performance. If the Bukit Kerman District Office of Kerinci Regency wants to improve employee performance, it must increase workload on employees.

This is in line with the opinion of Vanchapo (2020: 3) defining workload as a number of processes or activities that must be completed by a worker within a certain period of time. If a worker is able to complete and adjust to a number of tasks given, then this does not become a workload, if the worker is unsuccess

The results of this study are in line with the research of Parmitadewi, K. F. (2017) which shows that workload affects employee performance. Irawati, R & Carrollina, D.A. (2017) from the results of their research also show that workload has a significant effect on employee performance.

The influence of work motivation, service quality, and workload, on the performance of employees of the Bukit Kerman District Office, Kerinci Regency.

The results of this study indicate that Work Motivation, Service Quality, and Workload, together have a significant influence on the Performance of Employees of the Bukit Kerman District Office of Kerinci Regency. This indicates that Work Motivation, Service Quality, Workload determine the Performance of Employees of the District Office of Bukit Kerman, Kerinci Regency.

This is in line with the research of Pramesti Arianty, N, Irawati, R & Carrollina, D.A, Wijaya, H., & Susanty, E which shows that the results show support for the positive and significant influence between work motivation, service quality, and workload on employee performance.

4. Conclusion

Based on the results of hypothesis testing and discussion described in the previous chapter, the following conclusions can be drawn: Work Motivation has a positive influence on the performance of employees of the Bukit Kerman sub-district office, Kerinci Regency. This means that employee performance will increase if the employee's Work Motivation is high, it will be able to provide positive work results to the agency. Service quality has a positive effect on employee performance at the Bukit Kerman sub-district office, Kerinci Regency. This means that employee performance will increase if the quality of employee service is good at the agency, thus making employees enthusiastic and comfortable in carrying out good work. And good service quality will result in good performance.

Workload has a negative effect on employee performance at the Bukit Kerman sub-district office, Kerinci Regency. This means that employee performance will decrease if the workload is high because it is unable to provide work enthusiasm to employees in carrying out work. The higher the workload of an employee in an agency, the lower his performance in doing his work in the agency.

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