

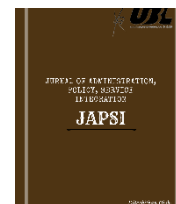
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The Effect of Workload and Motivation on the Performance of Protocol and Communication Employees of Bandar Lampung City

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Abstract :

The problems in this study are: (1) Is there an influence of Workload on the Performance of Employees in the Protocol and Communication Section of the Bandar Lampung City Leaders, (2) Is there any influence of Motivation on the Performance of the Employees in the Protocols and Communication of the Bandar Lampung City Leaders, (3) Is there an influence of Workload and Motivation on Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Management. The research method used in this study is a survey. using survey methods. By means of the census it is intended that all populations are also sampled because the population is limited and allows researchers to examine all populations by using questionnaires as a data collection tool. In completing the main data (primary data) also used interviews with section leaders and staff to strengthen and explore factors which cannot (yet) have been revealed in the questionnaire. The results showed that there was a significant influence of Workload and Motivation on Employee Performance in the Protocol and Communication Section of Bandar Lampung City Leaders, the biggest influence of the dimensions of workload forming was the dimension of external factors, while the smallest dimension of the variables forming workload was an internal factor, then The biggest dimension of forming motivation is financial motivation, while the smallest influence of forming variables motivation is non-financial motivation.

Keywords: *Workload, Motivation, Employee Performance.*

1. Introduction

The behavior and professional technical abilities of many bureaucratic apparatus are still inherited by the old ways of working characterized by authoritarian, centralized, corporatist and deterministic nuances that still have alignments in fighting for the interests of the community (Malik & Verawati, 2016). The actions of government officials who heed aspects of public accountability are still not carefully considered, the condition of the bureaucratic apparatus that begins with an appreciation of job satisfaction still needs improvement (Barusman & Virgawenda, 2019). Based on the 2022 Government Agency Performance Accountability Report, the Bandar Lampung City Protocol and Leadership Communication

Section sets several programs each year. Where these programs are contained in the form of activities which are then charged to each field.

So far, all programs proposed have achieved targets that vary in each field. The results of achieving these targets are used as evaluation material for employees to further improve performance in the following years, then for the leadership the evaluation results are used as an assessment of increasing compensation to employees in return for certain performance achievements (Barusman *et al.*, 2020). Employee performance is the potential possessed by all employees to carry out responsibilities and duties in accordance with their fields (Nurhanifah *et al.*, 2023).

The Protocol and Communication Section of the Bandar Lampung City Leadership, as a regional technical institution which is a supporting element of the regional government in charge of organizing employee management in the Protocol and Communication Section of the Bandar Lampung City Leadership, the Protocol and Communication Section is the field responsible for facilitating and serving regional leaders in accordance with applicable policies and regulations (Husen *et al.*, 2023).

Employee performance at the Bureau of Protocol and Leadership Communication of Bandar Lampung City has not gone well where there are several empirical problems that are known to make employee performance not run optimally. The decline in employee performance at the Bureau of Protocol and Communication of Bandar Lampung City Leaders is known to be caused by the workload of accumulating tasks and relatively low employee motivation. Based on this phenomenon, in-depth research was conducted with the research formulation (1) Is there an effect of Workload on Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. (2) Is there an influence of Motivation on Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. (3) Is there an influence of Workload and Compensation on Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership?.

2. Literature review

a. Workload

Workload is related to employee performance in the organization in real terms, workload is defined as the tasks carried out by each employee (Farida *et al.*, 2018). Workload is an important thing that will affect the relationship of employee performance to the organization (Suryawan *et al.*, 2022). Workload in the organization is part of empowering human resources in the organization (Yodnual & Chaisricharoen, 2021). Hülshager *et al.*, (2018) stated comprehensively that workload can both help and hinder a person's work focus and mechanism. Workload can be interpreted as a challenge as well as an important factor for the workforce as an addition to performance in the organization (Pastores *et al.*, 2019). Factors in measuring workload consist of the following:

1. External factors, are workloads that come from outside the worker's body, including:
 - 1) Task. Includes tasks such as work stations, workplace layout, workspace conditions, work environment conditions, work attitudes, transportation methods, loads lifted. While mental tasks include, responsibility, job complexity, job emotions and so on.
 - 2) Work organization. Includes the length of working time, rest time, work shifts, work systems and so on.

- 3) Work environment. The work environment can provide additional burden which includes, physical work environment, biological work environment and psychological work environment. Innovation and risk-taking, which includes: encouragement to find new breakthroughs in work, (b) encouragement to implement new ideas, (c) encouragement to respond to opportunities, (d) encouragement to take risks;
2. Internal factors, internal factors are factors that come from within the body as a result of external workload reactions that have the potential to act as stressors, including somatic factors (gender, age, body size, nutritional status, health conditions), and psychological factors (motivation, perception, belief, desire, satisfaction, and so on) (Soekarwati & Soleman, 2011).

b. Motivation

Motivation is related to the activities carried out by a person to fulfill needs in a good and quality manner as a consequence of the duties and functions of the service he carries out, Motivation is a form of desire for someone personally and is encouraged by many parties to achieve good work results (Wahyudi, 2022). Winardi (2012) suggests that motivation is how a person gives encouragement or direction internally, and externally to do something.

Nawawi (2011) Suggests that there are two types of motivation, namely (1) Intrinsic motivation is a work motivator that comes from within the worker as an individual, in the form of awareness of the importance or meaning of the work he does. For example, someone who does work, the main goal is that the work can be completed properly and correctly. (2) Extrinsic motivation, is a work motivator that comes from outside the worker as an individual, in the form of a condition that requires him to carry out work to the fullest, for example, being highly dedicated to work because of high wages or salaries, honorable positions or positions or power, praise, and punishment.

Motivation is the impetus possessed by someone to carry out the work of the encouragement can come from within and from the surrounding environment (Steers & Sánchez-Runde, 2017). Motivation in the implementation of public services is a form of improving the performance of public service apparatus (Christensen *et al.*, 2017). Wright *et al.*, (2012) States public service motivation as a potential effect in the organization that will increase and strengthen the implementation of optimal services. Motivation is important in organizations to affirmatively improve employee performance (Ghaffari *et al.*, 2017).

c. Employee Performance

Employee performance is an affective commitment owned by employees as a form of responsibility for carrying out tasks in accordance with their fields (Nazir & Islam, 2017). Performance is the implementation of an employee's work in accordance with the field that has been given to him. Jiang *et al.*, (2017) stated that performance is the contribution made by employees to support organizational effectiveness. Employee performance in the organization is a manifestation of employee job satisfaction in carrying out tasks in accordance with their responsibilities (Barusman & Rulian, 2020).

Employee performance is the ability of employees to overcome and carry out tasks objectively in accordance with their job responsibilities (Carter *et al.*, 2018). Then in determining employee performance in this study, the theory is used (Dwiyanto, 2014) as follows:

1. **Productivity**; Productivity is understood as the ratio between inputs and outputs. Through a broader development that includes how much the public service has the expected results and impact as one of the important performance indicators.
2. **Service Quality**; is a form of public satisfaction with services can be used as an indicator of the performance of public organizations.
3. **Responsiveness**; is the organization's ability to recognize community needs, develop service agendas and priorities, and develop public service programs in accordance with community needs and aspirations. Organizations that have low responsiveness automatically have poor performance as well.
4. **Responsibility**; explains whether the implementation of public organization activities is carried out in accordance with the principles of proper administration or in accordance with organizational policies, both explicit and explicit. Therefore, responsibility may at some point clash with responsiveness.
5. **Accountability**; refers to how much the policies and activities of public organizations are subject to political officials elected by the people. The assumption is that these political officials always represent the interests of the people. A public organization's activities have high accountability if the activities are considered correct and in accordance with the values and norms that develop in society.

Research Framework

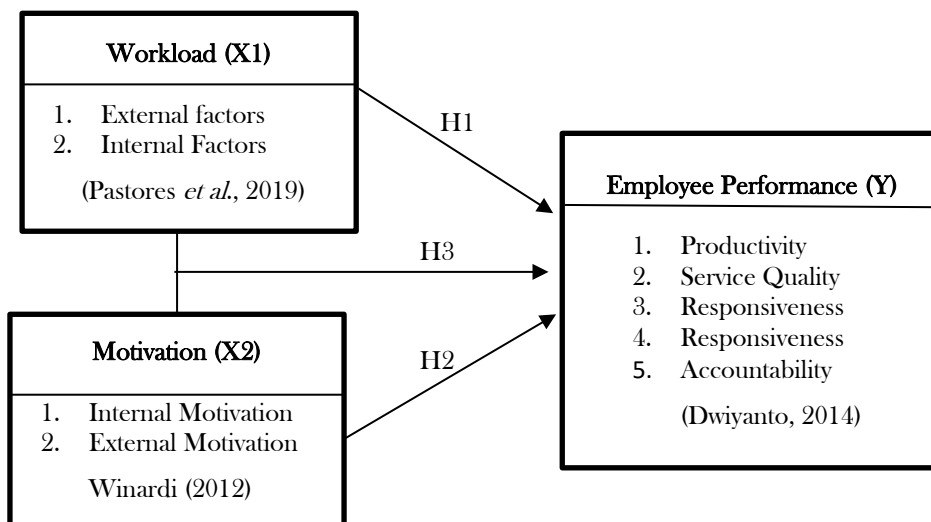


Figure 1. Framework

Hypothesis

1. H1 = Workload affects Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership.
2. H2 = Work Motivation affects Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership.
3. H3 = Workload and work motivation jointly affect the performance of employees in the Protocol and Communication Section of the Bandar Lampung City Leadership.

3. Methodology

This study uses an explanatory survey method, by analyzing the effect of workload and motivation variables as independent variables on employee performance as the dependent variable (Oktaviannur & Pratama, 2016). stated that the explanatory survey method is research conducted through exploration of the reasons a research phenomenon can occur. This research was conducted in the Protocol Section of the Protocol and Communication Section of the Bandar Lampung City Leadership, the population of this study were all employees in the Protocol and Communication Section of the Bandar Lampung City Leadership, namely 76 people. The research conducted was census because the entire population was used as research respondents, or a total sample.

Table 1. Operational Variables

Variable	Dimensions	Indicator	Measurement Scale
Workload (X1)	1. External Factors	1. Task 2. Work Organization 3. Work Environment	Likert Scale
	2. Internal Factors	1. Gender 2. Health Condition 3. Status	
Motivation (X2)	1. Internal Motivation	1. Desire for progress 2. Desire to succeed 3. Desire for achievement	Likert Scale
	2. External Motivation	1. The existence of superior encouragement 2. Peer encouragement 3. Family support	
Employee Performance (Y)	1. Productivity	1. Accuracy of Administration Stages 2. Flexibility of Administration procedures	Likert Scale
	2. Service Quality	1. Service Standard 2. Service Policy	
	3. Responsiveness	1. Fast, Precise, cheap service 2. Fair service delivery	
	4. Responsibility	1. Fast service 2. Service with responsibility	
	5. Accountability	1. There is a minimum standard of work 2. There are indicators of excellent assessment	

Source: Data Processed, 2023

4. Research Results and Discussion

Research Characteristic

The number of employees in the Protocol and Communication Section of the Bandar Lampung City Leadership consists of 76 employees spread across various existing sections. The number of employees based on gender can be seen in the following table.

Table 2. Characteristics based on gender

No	Gender	amount	Persentase (%)
1.	Male	53	69,74
	Female	23	30,26
	total	76	100

Source: Data Processed, 2023

Based on this table, it is known that there are more respondents with male gender, namely 53 people or 69.74 percent, compared to female employees who only number 23 people or 30.26 %.

Validity Testing

The research instrument was tested for validity through construct validity and reliability through internal consistency-test using the Spearman Rank correlation formula with the error rate used was $\alpha = 0.05$, and for $N = 10$, the t table value = 1.755.

Table 3. Validity Of Workload

No Item	R	T _{count}	Decision	Conclusion
P1	0.736	8.947	Signifikan	Valid
P2	0.717	8.448	Signifikan	Valid
P3	0.669	7.076	Signifikan	Valid
P4	0.702	8.113	Signifikan	Valid
P5	0.935	10.326	Signifikan	Valid
P6	0.921	10.272	Signifikan	Valid

Source: Data processed, 2023

Based on this table, all workload variable question items have a significant r correlation value ($t_{count} > t_{table} = 1.755$). Thus, the Workload variable instrument is acceptable. Thus, the Workload variable instrument all items are valid and acceptable for further measurement of the Workload variable.

Table 4. Validity Of Motivation

No Item	R	T _{count}	Decision	Conclusion
P1	0.656	7.967	Signifikan	Valid
P2	0.623	7.354	Signifikan	Valid
P3	0.658	7.169	Signifikan	Valid
P4	0.721	8.243	Signifikan	Valid
P5	0.687	7.358	Signifikan	Valid
P6	0.735	8.546	Signifikan	Valid

Source: Data processed, 2023

Based on table 4, all question items used have a significant r correlation value ($t_{count} > t_{table} = 1.755$). Of the six items used to measure employee motivation variables in accordance with the results of the validity test, all items are valid and significant, and are acceptable for measurement of employee motivation variables.

Table 4. Validity Of Employee Performance

No Item	T _{count}	Decision	Conclusion
P1	4.487	Signifikan	Valid
P2	4.853	Signifikan	Valid
P3	3.523	Signifikan	Valid
P4	4.652	Signifikan	Valid
P5	3.244	Signifikan	Valid
P6	3.528	Signifikan	Valid
P7	3.871	Signifikan	Valid
P8	3.435	Signifikan	Valid
P9	4.538	Signifikan	Valid
P10	4.538	Signifikan	Valid

Source: Data Processed, 2023

Employee Performance variables are all valid instruments. It can be seen from the 10 (ten) items used to measure the Employee Performance variable that the r correlation value is significant ($t_{count} > t_{table} = 1.755$). This figure is greater than the t table, namely 1.457, so it

can be concluded that all items in the Employee Performance variable are valid and significant at the $\alpha = 0.05$ error level.

Reliability Testing

Reliability test (accuracy of question preparation), research instruments through the Spearman-Brown correlation coefficient. The results of the reliability coefficient and its testing are described based on the independent variable, namely Workload (X1) Motivation (X2) and the dependent variable, namely employee performance (Y).

Table 5. Variable Reliability Test Results

Variable	T _{count}	T _{table}	Description
Workload	7.065	1.755	Reliab
	9.172	1.755	Reliabel
Motivation	0.598	1.755	Reliabel
	0.667	1.755	Reliabel
Employee Performance	8.245	1.755	Reliabel

Source: Data Processed, 2023

The results of the variable Reliability Test on all variables show significant results or it can be said that all research instruments through the reliability test are declared reliable.

Hypothesis Testing

Table 5. Hypothesis test results

-	Standardized Coefficients		Standardized Coefficientts	t	sig	Information
	B	Stdrd Error	Beta			
Constant	8.743	1.534		3.524	.000	
	.325	.123	.485	2.356	.002	Sig
	.237	.074	.347	1.243	.025	Sig
R	= .832					
R _{square}	= .692(69,2%)					
Adjusted R Square	= .689 (66,9 %)					
Probabilitas	= .000(a)					
F _{hitung}	=47.465					

a. Predicator (Constant): Workload, Motivation

b. Dependent Variable: Employee Pefomance

Source: Data Processed, 2023

Then it is known: $\hat{Y} = 8.743 + 0.213X1 + 0.257 X2$. The constant value is 8,743 and the regression coefficient value for the workload variable (X1) is 0.213 while the regression coefficient for the Motivation variable (X2) is 0.257. This shows that the constant value of 8.743 has the potential for employee performance without being influenced by workload and employee motivation, and the value of 0.213 indicates that if there is an increase in workload towards a better direction, employee performance will increase by 0.213 and the value of 0.257 indicates that if there is an increase in motivation towards a better direction, employee performance will increase by 0.257. Furthermore, the partial relationship of the two variables above to Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership.

The t value of the workload variable (X1) is 2.356 with a significance level of 0.002 ($p < 0.05$) so it is concluded that the workload variable (X1) has a significant relationship to employee performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. Then the t value of the Motivation variable (X2) is 1.243 with a significance

level of 0.035 ($p > 0.05$) so it is concluded that the Motivation variable (X2) has a significant relationship to Employee Performance in the Protocol and Communication Section of the Bandar Lampung City Leadership. So it is concluded that all hypotheses in this study are accepted.

5. Conclusions and Implication

Conclusion

Based on the results of research and discussion, conclusions can be drawn, namely:

1. Measurement of workload variables in the Protocol and Communication Section of Bandar Lampung City Leaders, through dimensions (1) external factors, (2) internal factors, is in the High category. The measurement of the largest dimension is the dimension of external factors, while the smallest dimension is the dimension of internal factors. From these results that, the distribution of workload to employees is not fully in accordance with their educational background and abilities.
2. Measurement of the Motivation variable in the Protocol and Communication Section of the Bandar Lampung City Leadership through the dimensions of (1) Internal Motivation; (2) External Motivation, is still in the sufficient category, although compensation for employees has been given in the form of performance allowances, it is not yet optimal as expected because it has not been fully implemented according to these dimensions.
3. Workload and Motivation jointly affect the performance of employees in the Protocol and Communication Section of the City of Bandar Lampung.

Implication

1. The relatively large workload requires an even distribution of work to all employees so that the existing work can be completed properly, especially technical work can be given to employees who have been working for a long time or who have experience in completing these tasks.
2. The ability and understanding of employees needs to be improved through education and training so that employees are motivated to carry out their duties properly.
3. A conducive work culture needs to be implemented on an ongoing basis, then increase the value of motivation for employees, so that employees do not feel excessive workload from others and can continue to improve their abilities.

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