Effect Of Workload, Job Promotion, and Work Motivation on Employee Performance in PT XYZ

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Abstract

This study is a quantitative study that aims to determine the effect of workload, promotion, and motivation on employee performance PT XYZ. This study uses a sample size of 57 respondents who are employees of PT XYZ. The analysis technique in this study is to use the Coefficient of Determination Test, t-test (partial) and F-test (simultaneous) using Smart PLS 3.0 software. The test results show that (1) workload has a significant effect on employee performance at PT XYZ, (2) promotion has a significant effect on employee performance at PT XYZ, (3) work motivation has a significant effect on employee performance at PT XYZ, (4) workload, promotion, and work motivation have a significant effect on employee performance of PT XYZ.

Keywords: Workload, Job Promotion, Work Motivation, Employee Performance.

1. Introduction

An organization is a place where production activities take place and various production factors gather around such as; human resources, natural resources, finance, and so on in order to achieve the goals set. According to those production factors, human resources is the most dominant factor to take roles to achieve company's quality and success, because human does active roles in every activity starting from planning, executing, and determining the company's goals.

Every company certainly has human resources, one of which is PT XYZ which is engaged in the business of shipping goods, providing labor, and general trading. In measuring the performance of its employees, PT XYZ uses employee performance appraisals to measure the extent to which the performance of its employees. Performance appraisal is the process of evaluating how well employees perform their jobs when compared to a set of defined standards (Alnisa, 2021).

Table 1. PT XYZ Evaluation Result 2020

Results Of Employee Performance Assessment							
Rating 1	Rating 2	Rating 3	Rating 4	Rating 5	Rating 6	Rating 7	Rating 8
0	0	0	35	16	6	0	0
Total				57			

Source: Performance Rating Recapitulation & Chart of PT XYZ Employees (2020). (managed by Researchers)

Table 2. PT XYZ Rating Scale

Rating Scale	Appraisal
1-2	Evaluation
3-4	Poor
5-6	Fair
7-8	Excellent

Source: Performance Rating Recapitulation & Chart of PT XYZ Employees (2020). (managed by

Researchers)

Based on the graphs and tables above, it can be seen that the results of employee performance in 2020 showed that 35 of 57 employees got a rating of 4 or poor, 16 employees got a rating of 5, and 6 employees got a rating of 6 or fair. The performance appraisal data is taken based on the employee's behavior assessment during work (Behaviour) and direct work assessment results by the supervisor or the authorized party for a certain period (Result).

This is a concern because 35 or 66% of PT XYZ employees have poor performance and 16 or 34% of PT XYZ employees have fairly good performance and no PT XYZ employees have excellent performance or ratings 7 and 8. If there is no action taken, the performance and output produced by PT XYZ will slowly decline and become unstable.

Based on the data above, it can be concluded that PT XYZ's employees' performance is below and equal to the average value or still not optimal. Hence, it can be seen that PT XYZ's employees' performance is still not at the maximum point or exceeding the standard. In fact, with the existing conditions in the company, it is still possible for employees to be able to optimize their performance.

2. Literature Review

Performance

According to Dessler (2020) employee performance is an individual's willingness to carry out activities or work in accordance with their responsibilities. Organizational achievement of both work standards and work outputs as targets that have been previously set based on several agreed criteria. Furthermore, Christian (2018) said that employee performance is an employee's actual achievement compared to the employee's expected performance. And Sharma (2016) said that the term performance refers to a person's skills, the ability to meet the requirements of the job he is currently holding.

Workload

According to Green et al., (2016) workload refers to the amount that must be completed within a certain period. Robbins also (2019) said that workload refers to the intensity of work assignments. It is a source of mental stress for employees. Workload refers to the work amount a person has to do in order to complete a task. Furthermore, Suwatno & Doni (2014) referred workload as a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

Job promotion

Kinicki & Fugate (2016) revealed that job promotion occurs when an employee moves from one job to another, which is higher in pay, responsibility, and level. In line with Neck et al., (2018) who reveals that promotion is an increase of workforce or employees in a better job, compared to responsibilities, achievements, facilities, previously higher status, demands for higher skills, and

additional wages or salaries, and other benefits. Robbins (2019) also defines that job promotion will provide opportunities for personal growth, more responsibility, and increased social status.

Work Motivation

According to Colquitt et al., (2015) work motivation is energy that arises from within and outside a person to do something related to work, goals, persistence, and intensity. Mitchell (Mullins & Christy) revealed that motivation is defined as an indicator of a person's desire to participate in certain situations and behaviors. Robbins (2017) also stated that motivation is a readiness to make high efforts to achieve organizational goals supported by the ability of efforts to meet certain individual needs.
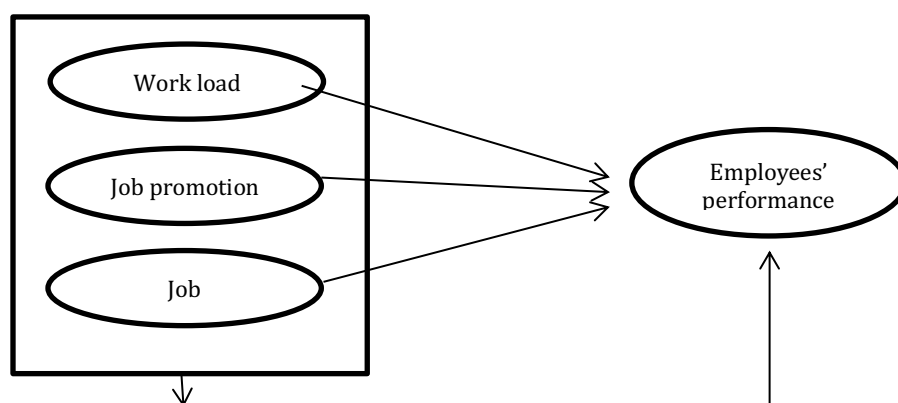

Figure 1. Research Framework

Hypothesis:
H1: Workload affects PT XYZ's employees' performance.
H2: Job Promotion affects PT XYZ employees' performance.
H3: Motivation affects PT XYZ employees' performance.
H4: Workload, Job Promotion, & Motivation affect PT XYZ employees' performance

3. **Method**

The method conducted in this study is quantitative research, where according to Siyoto & Sodik (2015) quantitative data is data that is systematic, planned, and structured numbers, ranging from management, collection, and research results. The population and sample in this study amounted to 57 employees.

This study uses the multiple linear regression method, to test the effect of the independent variable on the dependent variable. Testing data used in this study include validity, reliability, classical assumption test (normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, t-test to evaluate and prove research hypotheses, simultaneous, and coefficient of determination.

Furthermore, the data collection and measurement of variables were gathered by using questionnaires and through measurements on a Likert scale. The data analysis technique used in this research is descriptive analysis, inferential analysis, validity test, reliability test, determinant coefficient test (R^2), hypothesis testing using t-statistics, and f test.

4. Results and Discussion

Descriptive Analysis

In connection with this research, the action taken was distributing questionnaires via Google Form to 57 respondents from PT XYZ employees. The following is a description of the data from respondents by gender:

Table 3. Respondents' Gender Data

Gender	Percentage
Male	71.9 %
Female	28.1 %
Total	100 %

Source: Managed data (2021)

According to Table 3 on gender data, it shows that PT XYZ's male employees represent 71.9% while the gender of P (female) represents 28.1%. So it can be seen that PT XYZ employees are dominated by males;71.9% of the total population.

Table 4. Work Period Data

Work Period	Percentage
< 1 Year	31.6 %
1 Year	28.1 %
2 Year	12.3 %
3 Year	14 %
> 4 Year	14 %
Total	100 %

Source: Managed data (2021)

Table 4 above shows the data for the respondents' work periods, it is known that the working period of less than 1 year represents 31.6%, 1 year work period represents 28.1%, then those who have 2 years work period represents 12.3% and for respondents who have been working 3 years, it represents 14%, and more than 4 years of service is 14%. So it is understood that PT XYZ employees have the most tenure, which is less than 1 year or 31.9% of the total population.

Table 5. Employees' Ages

Age	Frequency	Percentage
20-25	6	10.5 %
26-30	27	47.4 %
31-35	13	22.8 %
36-40	3	5.3 %
> 40	8	14 %
Total	57	100 %

Source: Managed data (2021)

Based on the table above, it can be concluded that respondents aged 26-30 years are the largest of 27 respondents. In the second year, the majority of respondents were aged 31-35 years with a total of 13. Furthermore, the order of age of the third respondent is in 20-25 years by 6 respondents. Then followed by respondents >40 years as many as 8 people and the last one at the age of 36-40 years, namely 3 people. So, it can be said that 47.4% of PT XYZ's employees' population are 26-30 years old.

Reliability and Validity Evaluation

This study evaluates the validity and reliability of the data using two models: the outer model and the inner model.

a. Outer Model

The early stage of inferential analysis in the study is proving whether the model used has realized the convergent validity or not and ensuring the loading factor indicator in each construct of Workload, Job Promotion, Work Motivation, and Employee Performance has met convergent validity with the outer model. Here are the results of the outer model on the smart PLS 3.0:
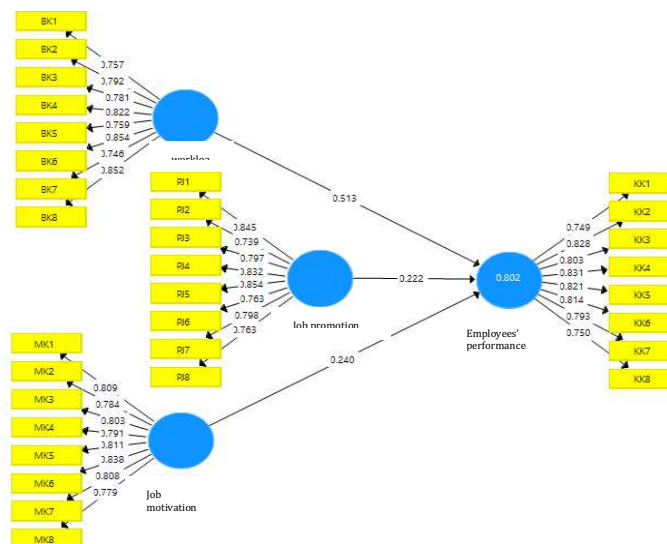

Figure 3. Outer Model

Source: PLS 3.0 Output Result

In research conducted by researchers, convergent validity is understood through reflective indicators or indicators that can be said to be valid if the correlation value is more than 0.7. However, based on Ghazali's theory, the scale value of 0.5 - 0.6 has met the criteria and can still be said to be valid (Ghozali, 2014, p.40).

b. Convergent Validity Test

In this study, 32 indicators were not found with statements that have a value below 0.5, and based on these results, no re-estimation will be carried out on the research model. Thus, it can be interpreted that all instruments of each indicator regarding the variables of Workload, Job Promotion, Work Motivation, and Employee Performance have passed the requirements and are considered as valid. It is said to be valid because all the correlation numbers for the loading factor value are above 0.5. Hence, the outer model is good and can be continued to the next stage.

c. Discriminant Validity Test

Table 6. Fornell-Larcker Criterion

	Work Load(X1)	Employees' Performance (Y)	Work Motivation (X3)	Job Promotion (X1)
Work Load (X1)	**0.796**			

	Work Load(X1)	Employees' Performance (Y)	Work Motivation (X3)	Job Promotion (X1)
Employees' Performance (Y)	0.844	**0.798**		
Work Motivation (X3)	0.707	0.795	**0.803**	
Job Promotion (X2)	0.724	0.801	0.864	**0.800**

Table 6. above shows that discriminant validity through the Fornell Larcker Criterion on each construct variable, which includes Employee Performance (Y) is0.798, then Workload (X_1) is 0.796, Job Promotion (X_2) is 0.800, and Work Motivation (X_3) obtained 0.803. So it is concluded that the discriminant validity test on the variables of Workload, Job Promotion, Work Motivation, and Employee Performance is valid and already fulfilling the discriminant validity test.

Based on the square root of the Average Variance Extracted (AVE) which consists of Employee Performance (Y) which has an AVE value of 0.639, Workload (X_1) 0.634, Job Promotion (X_2) 0.640, and Work Motivation (X_3) 0.645. The results with the AVE method for the variables of Workload, Job Promotion, Work Motivation, and Employee Performance can be said as good since it has met the discriminant validity test, as described by Ghozali.

Reliability Test

Table 7. Composite Reliability (CR)

	Composite Reliability (CR)	*Cronbach's Alpha*
Work Load (X1)	0.933	0.917
Job Promotion (X2)	0.934	0.919
Work Motivation (X3)	0.936	0.921
Employees' Performance (Y)	0.934	0.919

Source: SmartPLS 3.0 Output Result

Based on Table 7, it can be seen that the results of composite reliability for all constructs are > 0.7, which means that all constructs in the model that have been estimated passed the requirements (Ghozali, 2014) because the lowest composite reliability is 0.933, namely the workload construct, and the highest composite reliability value is 0.936, namely construct Work Motivation. Employee Performance Variables and Job Promotion are 0.934. Hence, all variables are reliable in each construct of Workload, Job Promotion, Work Motivation, and Employees' Performance.

Based on the explanation stated by Ghozali (2014), the value > 0.7 in Cronbach's Alpha, as well as the table above, show that the Cronbach's Alpha value for all constructs in this study already pass 0.7. The lowest Cronbach's Alpha value is 0.934 in the Workload construct and the highest value is 0.936 in the Work Motivation construct. Thus, all variables in this study are reliable and highly reliable for each construct.

Coefficient of Determination Test (R^2)

Table 8. R Square

	R Square	R Square Adjusted
Employees' Performance (Y)	0.802	0.791

Source: SmartPLS 3.0 Output Result

It can be seen from the data in Table 8 that the effect of workload, promotion, and work motivation each contribute 0.791 or 79.1% toward employee performance, while 20.9% other variables are not included. That is, this research model can be called good, so it can be continued.

Hypothesis testing

Table 9. T-Statistics Test

	Original Sample (O)	T Statistics ($|O/STDEV|$)	P Values
Work Load → Employees' Performance	0.513	5.603	0.000
Job Promotion → Employees' Performance	0.222	2.149	0.032
Work Motivation → Employees' Performance	0.240	1.986	0.048

Source: SmartPLS 3.0 Output Result

It was found that the t-table in this study was 1,674 from the calculation using df formula (Degrees of Freedom = n (number of samples) - 1 so that in this study df = N - k or df = 57 - 3 = 54, and used degrees the truth of 95% or 0.05.

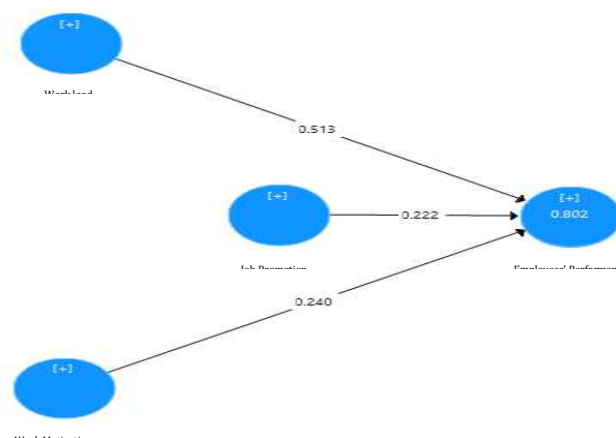From the data above, the image of the inner model is obtained as follows:

Figure 2. Inner Model
Source: Smart PLS 3.0 Output Result

In accordance with the table, it is obtained that the Workload variable on Employee Performance has a positive influence, indicated by the original sample value 0.513 or 51.3%. If it is seen based on the t-statistical test, it can be seen that t_{count} 5.603 > t_{table} 1.674, thus it means that the workload variable influences the employees' performance. In addition, the significance value (P Values) obtained is 0.000 <0.05, indicating that the workload variable affects and is significant on Employee Performance.

Furthermore, according to Table 7 above, it can be concluded that the test results on the Job Promotion variable on Employees' Performance influence positively. This interpretation is indicated by the original sample value of 0.222 or 22.2%. It can be seen from the results of processing the t-statistics test that t_{count} 2.149> t_{table} 1.674, thus it can be said that the Job Promotion variable influences Employees' Performance. The significance value (P Values) is 0.032 <0.05 which indicates that the Job Promotion variable affects and is significant on Employees' Performance.

It can be concluded from the table above that the testing results of the work motivation variable on employees' performance influence positively. This interpretation is indicated by the original sample value of 0.240 or 24%. Considered from the results of processing the t-statistics test, it can be seen that t_{count} 1,986 > t_{table} 1,674, so that the Work Motivation variable influences employees' performance. The significance value (P Values) which is obtained at 0.048 <0.05 provides evidence that the work motivation variable affects significantly on Employees' Performance.

F Statistic Test

$$F = \frac{R^2(n-k-1)}{k(1-R^2)}$$

$$F = \frac{0.791(57-3-1)}{3(1-0.791)}$$

$$F = \frac{42.714}{0,627}$$

F= 68.124

Then the value of the F table is obtained through table F with a significance value of 5% used, as follows:

$Ftable = F\alpha\ (k, n-k-1)$
$= F0,05\ (3, 57-3-1)$
$= F0,05\ (3,53)$
$= 2,78$ (got from F_{Table})

Based on the calculation above, it can be seen that the Fcount value in this study is 68,124. From these results, F_{count} 68,124> F_{table} 2.78 indicates that Workload, Job Promotion, and Work Motivation simultaneously or jointly affect the PT Peteka Karya Gapura Employees' Performance. The f-test value is 68,124 with a degree of error of 5%. It means that the variables of Workload, Job Promotion, and Work Motivation have a simultaneous effect on PT Peteka Karya Gapura Employees'Performance.

Discussion

Based on the results obtained by researchers regarding the Effect of Workload, Job Promotion, and Work Motivation on PT XYZ Employees' Performance by utilizing the Partial Least Square (PLS) calculation method and using SmartPLS 3.0 software, here are the following results:

Workload Effect on Performance

This research data results statistically prove that there is a partial effect between the variable Workload (X1) on Employees' Performance (Y) at PT XYZ. It shows that workload can affect PT XYZ employees' performance. This is in line with the opinion of Robbins (2019) that workload refers to the intensity of work assignments. This is a source of mental stress for employees. Workload refers to the amount of work a person has to do to complete a task.

This is in line with research conducted by Rahmadyah, A. (2021) "The Effect of Workload on Employee Performance through Burnout Syndrome at PT. Perkebunan Nusantara X Tjoekir Sugar Factory." which the results of the study indicate that there is a positive and significant influence between the workload variables on employee performance.

It is also supported by the results of the workload variable (X1) which has a T statistic of 5,604 > T table of 1,674 with a P. Value of 0.000 < 0.05. It proves that H0 is rejected and H1 is accepted. Basically, it shows how far the influence of one explanatory variable individually in explaining the variation of the dependent variable. So, it can be concluded that the variable Workload (X1) which is included in the model influences the Employee Performance variable (Y) at PT XYZ.

The Effect of Position Promotion on Performance

The results of this research data statistically prove that there is a partial effect between the variable Position Promotion (X2) on Employee Performance (Y) at PT XYZ. It is in line with Enny & Andi (2017) who stated that promotion or promotion is an increase in an employee in a field of duty that is better than before in terms of greater responsibility, achievement, facilities, higher status, and additional wages or salaries, as well as other benefits.

It is supported by several previous studies conducted by Pertiwi et al,. (2021) "The Influence of Motivation, Job Stress and Job Promotion on Employee Performance at PT. Enseval Putera Megatrading Denpasar Branch" which states that there is a positive and significant influence between the variables of job promotion on employee performance.

This is also supported by the results of the promotion variable (X2) with a T statistic of 2.149 > T table of 1.674 with P. Value of 0.032 < 0.05. This proves that H0 is rejected and H1 is accepted. Basically, it shows how far the influence of one explanatory variable individually in explaining the variation of the dependent variable. So, it can be concluded that the Job Promotion variable (X2) which is included in the model influences the Employee Performance variable (Y) at PT XYZ.

Work Motivation Effect on Performance

The results of this research data statistically prove that there is a partial influence between the variables of Work Motivation (X2) on Employee Performance (Y) of employees at PT XYZ. This indicates that work motivation can affect PT XYZ employees' performance. This is in line with Flippo (2013) who defined motivation as an ability to influence and direct employees and organizations to work successfully so that the needs of employees and organizational goals will be achieved.

It is also linear several previous studies conducted by Potu et al., (2021) "The Influence of Intrinsic Motivation and Extrinsic Motivation on Employee Performance at PT. Air Manado" which states that the study results indicate that from the analysis there is a positive and significant influence between work motivation variables on employee performance.

This is also supported by the results of the work motivation variable (X3) with a T statistic of 1.986 > T table of 1.674 with P. Value of 0.048 < 0.05. This proves that H0 is rejected and H1 is accepted. Basically, it shows how far the influence of one explanatory variable individually in explaining the variation of the dependent variable. So, it can be said that the Work Motivation variable (X3) which is included in the model influences the Employee Performance variable (Y) at PT XYZ.

The Effect of Workload, Position Promotion, and Work Motivation on Performance

(H4) Hypothesis testing shows that the hypothesis can be accepted, it can be seen that there is an influence between workload, job promotion, and work motivation on performance. Furthermore, based on the statistical test of work motivation, it shows the t-count value of 68,124 and the coefficient of determination (R2) is 0.791 or 79.1%, which means that the variables of workload, promotion, and work motivation have a positive effect on performance. Because fcount > ftable or 68,124 > 2.7, thus it shows that workload, promotion, and work motivation can affect the performance of PT XYZ employees.

5. Conclusion

Based on the presentation of the research results starting from the theoretical exposure of data collection and data presentation as well as analysis and discussion, it can be concluded that partially the Workload variable affects the Performance variable positively and significantly. The regression analysis results show that H0 is rejected and H1 is accepted. Therefore, the first hypothesis is accepted. Partially, the promotion variable has a positive and significant effect on the performance variable. The results of the regression analysis showed that H0 was rejected and H1 was accepted. Thus, the second hypothesis is partially accepted. The work Motivation variable has a positive and significant effect on the Performance variable. The results of the regression analysis showed that H0 is rejected and H1 is accepted. Thus, the third hypothesis is accepted. Simultaneously, all independent variables; Workload, Promotion, and Work Motivation have a positive and significant effect simultaneously or together on the dependent variable, namely Employee Performance.

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