Motivation and Workload in Increasing Employee Performance of
PT. Concorde Industry Karawang

Motivasi dan Beban Kerja dalam Meningkatkan Kinerja Karyawan
PT. Concorde Industry Karawang

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ABSTRACT

The purpose of this research is to find out how workload and motivation influence the performance of PT employees. Concorde Industry Karawang. This research uses a quantitative approach and uses a causality survey method. The research population was 449 employees of PT Concorde Industry Karawang, and the sample used was a non-probability random sample. In this research, multiple regression, correlation, coefficient of determination, and hypothesis testing were used. The research results show that employee performance is influenced by motivation and workload simultaneously, and workload partially influences employee performance. It is proven that workload and motivation improve employee performance. The limitations of this research are limited to two influencing variables; further research should be carried out with more research variables. This research can be used by institutions to consider things that can improve the performance of their employees. It is hoped that further research will add to the company variables studied. This research investigates the motivation of PT employees. Concorde Industry Karawang, their workload, and their performance.

Keywords: *Motivation, Workload, Employee Performance*

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana pengaruh beban kerja dan motivasi terhadap kinerja karyawan PT. Concorde Industry Karawang. Penelitian ini menggunakan pendekatan kuantitatif dan menggunakan metode survei kausalitas. Populasi penelitian adalah karyawan PT Concorde Industry Karawang sebanyak 449 orang, dan sampel yang digunakan adalah sampel acak non probabilitas. Dalam penelitian ini digunakan regresi berganda, korelasi, koefisien determinasi, dan uji hipotesis. Hasil penelitian menunjukkan bahwa kinerja karyawan dipengaruhi oleh motivasi dan beban kerja secara simultan, dan beban kerja berpengaruh secara parsial terhadap kinerja karyawan. Terbukti bahwa beban kerja dan motivasi meningkatkan kinerja karyawan. Keterbatasan penelitian ini terbatas pada dua variabel yang mempengaruhi, sebaiknya dilakukan penelitian lebih lanjut dengan variabel penelitian yang lebih banyak. Penelitian ini dapat digunakan oleh institusi untuk mempertimbangkan hal-hal yang dapat meningkatkan kinerja karyawannya. Diharapkan penelitian selanjutnya menambah variabel perusahaan yang diteliti. Penelitian ini meneliti tentang motivasi karyawan PT. Concorde Industry Karawang, beban kerja, dan kinerja mereka.

Kata Kunci: Motivasi, Beban Kerja, Kinerja Karyawan

1. Introduction

Human resources (HR) management is a critical component of organizational success, especially within the manufacturing sector. In manufacturing, HR's role extends beyond recruitment and selection to include the development, motivation, and retention of employees to achieve

optimal performance and meet demanding productivity targets (Bhatnagar, 2012; Mangkunegara, 2017). Given the complexity of manufacturing operations and the diverse skill sets required, effective HR management not only ensures productivity but also addresses employee well-being, creating a work environment that supports individual growth while aligning with organizational goals (Herzberg, Mausner, & Snyderman, 1959; Eisenberger & Rhoades, 2001). Integrating an employee-centered HR strategy is essential for manufacturing companies to enhance productivity, reduce turnover, improve product quality, and strengthen competitive positioning in an increasingly dynamic market.

Motivation has been identified as one of the most significant factors impacting employee performance. Motivation, whether intrinsic or extrinsic, serves as a driving force that influences an individual's level of effort and engagement in achieving work goals (Deci & Ryan, 2000). Deci and Ryan's (2000) self-determination theory suggests that employees who experience autonomy, competence, and relatedness are more likely to be motivated, perform well, and engage with their tasks. Gagne and Deci (2005) further explain that intrinsic motivation—fueled by internal satisfaction and personal growth—contributes to high levels of engagement and productivity, making it essential for organizations to foster an environment that supports these intrinsic needs. Similarly, Chen and Chiu (2009) found that highly motivated retail employees in Taiwan demonstrated significantly better performance, supporting the notion that motivation plays a central role across different sectors. Locke and Latham (2002) also highlight that setting specific, challenging goals can increase motivation and performance, demonstrating the value of goal-setting as a motivational strategy. For PT Concorde Industry Karawang, a ceramics manufacturing company, understanding and enhancing employee motivation has become particularly relevant as the company has experienced a decline in production and an increase in defective products, indicating potential issues with employee performance (Rohmana, 2022; Pebri Fitri Antaka, 2018).

In addition to motivation, workload is another critical factor influencing performance, especially in high-demand environments like manufacturing. Workload, defined as the quantity and complexity of tasks assigned to an employee, can significantly impact their well-being and productivity. Excessive workloads can lead to burnout, increased error rates, and reduced job satisfaction, ultimately impairing overall performance (Robbins & Judge, 2013). Abang (2018) observed that high workloads negatively impacted the performance of educational staff, demonstrating that workload concerns extend beyond the corporate sector. Similarly, Azizatul (2022) highlights how imbalanced workloads—whether excessive (overcapacity) or insufficient (undercapacity)—can create stress and fatigue, reducing employees' effectiveness. In the context of PT Concorde Industry Karawang, the organization faces challenges in balancing workload and performance demands, with employees often expressing concerns over the physical and psychological strains of excessive workloads. Addressing these issues is critical for achieving both productivity targets and employee well-being.

Despite the recognized importance of motivation and workload in shaping performance, research specifically examining these factors within the context of manufacturing locum workers remains limited. Most existing studies focus on general employee populations in various industries, yet locum workers, who may face unique pressures and workloads, are underrepresented in the literature. For instance, while Sukrisno, Jaelani, and Wijaya (2020) have explored the combined effects of motivation and workload on performance, further investigation is needed to understand these dynamics in a high-stakes manufacturing environment. Moreover, studies by Ryan and Deci (2000) and Kahn (1990) explore the broader psychological conditions under which employees

engage or disengage from their work, but do not address the specific impacts on locum manufacturing workers who may have less job stability or organizational support.

Given these gaps, this study aims to investigate the influence of workload and motivation on the performance of locum employees at PT Concorde Industry Karawang. This research seeks to contribute to the HR field by providing insights into how motivation and workload interact to impact performance within a manufacturing context, offering practical recommendations for HR practices in similar industries. This study's novelty lies in its focus on the specific challenges faced by locum workers in manufacturing—a population that is often overlooked in performance research—thereby addressing an underexplored area and providing actionable solutions for companies aiming to optimize employee performance in demanding settings.

2. Literature Review

Motivation

Work motivation is the force that drives individuals to work diligently, passionately, and effectively in achieving specific goals within the workplace. It includes internal and external elements that influence a person's energy level, commitment, and perseverance in completing tasks. Koesmono (2014) defines work motivation as a significant component of individual performance and productivity. Employees who experience a balanced work-life are generally more motivated and productive. Similarly, research indicates that work motivation can vary greatly among individuals, necessitating management's understanding of these individual motivations to foster a work environment that encourages high motivation (Fahriana, 2022).

Workload

Workload refers to the amount of work or tasks that must be completed by an individual or team within a given period. It encompasses all tasks, responsibilities, projects, and activities that employees are required to perform. The complexity of these tasks determines the level of time and energy needed for their completion. Proper workload management ensures fair distribution among team members, helping to prevent stress, burnout, and reduced performance (Hutapea, 2023). Unbalanced workloads can cause significant strain on employees, while well-managed workloads can promote productivity, job satisfaction, and overall employee well-being (Salim, 2023).

Employee Performance

Employee performance is an indicator of how well an individual or team fulfills their work tasks and responsibilities. It includes aspects such as productivity, quality of work, and contributions toward organizational goals. High employee performance is essential for organizational success, as it directly affects productivity and the ability to achieve objectives (Nurtika et al., 2015).

The Effect of Motivation on Employee Performance

Motivation is a driving force that encourages individuals to act in ways that help achieve specific goals. Employees who feel motivated are often more energized, dedicated, and perform at higher levels. Motivation positively impacts the quality of work, with motivated employees demonstrating greater attention to detail, creativity in problem-solving, and care for work outcomes (Gjersoe, H.M., 2021). Motivated employees tend to use time effectively, leading to higher productivity levels. High motivation also fosters initiative, encouraging employees to take ownership of their tasks and find ways to improve work processes, which enhances overall performance and

organizational success. Studies support that work motivation significantly influences employee performance, highlighting the importance of a supportive environment that boosts motivation (Park, I.J., 2021; Antaka, 2018).

The Effect of Workload on Employee Performance

Excessive workload can lead to stress, fatigue, and diminished performance, whereas a balanced workload can improve productivity and employee well-being. High workloads often cause physical and mental exhaustion, reducing the ability to concentrate, think clearly, and make sound decisions, which in turn can negatively affect performance (Carollina, 2017). When employees are overwhelmed, they may lack the time or energy to complete tasks thoroughly, which can lower the quality of their work. Additionally, a high workload can disrupt personal and work-life balance, leading to conflicts between job demands and personal or social needs (Rahyuda, 2019). Research has shown that workload has a notable impact on employee performance, underscoring the need for effective workload management to maintain high-quality outputs.

The Effect of Motivation and Workload on Employee Performance

In human resource management, understanding the interplay between workload and motivation is critical to optimizing employee performance. These two factors are interconnected and have a substantial impact on employee output. Highly motivated employees tend to be more efficient and productive, paying closer attention to details and striving for excellence in their tasks. As noted by Andriana (2019), motivated employees are more likely to innovate, exhibit greater attention to detail, and meet high standards. Conversely, high workloads can lead to stress and fatigue, affecting both employee health and performance. Excessive workload can reduce available time and energy, leading to decreased work quality. Management can enhance employee performance by creating a supportive work environment that promotes motivation while effectively managing workloads. This may involve recognizing achievements, balancing workload distribution, providing necessary resources, and ensuring a healthy work-life balance (Ryandini, 2020). However, Wiryang, Koleangan, and Ogi (2019) suggest that work motivation and workload may not have a significant effect on employee performance when analyzed both individually and simultaneously, indicating a need for further research into the complex dynamics of these factors in different work environments.

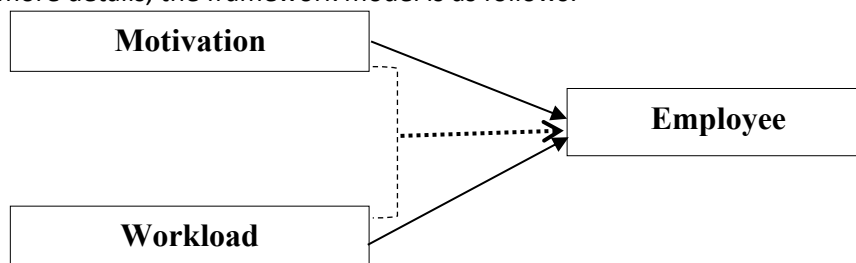For more details, the framework model is as follows:

Figure 1. Research Paradigma

3. Methods

This research is quantitative and uses the causality method by conducting a survey of employees of PT Concorde Industry Karawang. In addition, purposive sampling method was used to conduct a non-probability sample. The study involved 449 employees of PT Concorde Industry Karawang, with 222 samples from employees involved in the company's operations. Primary data obtained through the distribution of questionnaires is the type of data used. This study uses multiple regression, correlation, coefficient of determination, and hypothesis testing (Sugiyono, 2019).

4. Results and Discussion

Respodent Demography

The respondent profile data reveal that most of the study participants are high school graduates, making up 81.53% of the sample (181 respondents), followed by 6.30% with a diploma (14 respondents), 11.26% with a bachelor's degree (25 respondents), and only 0.09% with a master's degree (2 respondents). Regarding work tenure, 22.52% of respondents have worked for less than three years (50 respondents), 34.23% between four to six years (76 respondents), and 43.24% over seven years (96 respondents). In terms of gender, the respondents are predominantly male (59.90%, 133 respondents), with females constituting 40.09% (89 respondents). The age profile shows that 45.95% are under 25 years (102 respondents), 38.74% are between 25 to 35 years (86 respondents), and 15.32% are over 35 years (34 respondents).

Validity and Reliability Test

To ensure the measurement tools accurately reflect the constructs being studied, a validity test was conducted using SPSS version 26. The results indicate that the constructs Motivation (X1), Workload (X2), and Employee Performance (Y) have correlations exceeding the critical correlation threshold (r calculated > r table), confirming that the instruments used meet the validity criteria for accurately measuring the targeted constructs. Additionally, the reliability test shows that Cronbach's alpha values are greater than 0.6, indicating sufficient consistency for the measurement tools. Thus, the instruments are reliable for collecting data in this study.

Classical Assumption Test Results

The classical assumption tests were performed to ensure the data met the necessary requirements for multiple regression analysis. The normality test showed that the data distribution aligns well with the regression model, as evidenced by a significance value of 0.879, which exceeds the alpha level of 0.05, indicating normal distribution. The multicollinearity test yielded a tolerance value of 0.282 and a VIF of 3.549 for the Motivation and Workload variables, satisfying the multicollinearity criteria (tolerance > 0.10 and VIF < 10). Finally, the autocorrelation test resulted in a Durbin-Watson statistic below 2 (0.067), indicating no autocorrelation in the dataset. Based on these findings, it is concluded that the data meet all necessary assumptions for multiple regression analysis, confirming their suitability for further analysis.

Simultaneous Effect of Motivation and Workload on Employee Performance

Table 1. Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39,493	12,153		3,221	0,001
	X1	0,769	0,053	0,963	14,519	0,000
	X2	-0,581	0,290	-0,133	2,007	0,046
a. Dependent Variable: Y						

The test results above can be made a multiple linear regression equation, namely:

$$Y = 39.493 + 0.769 X_1 - 0.581 X_2 + e$$

a. In a regression model, a constant is a value that indicates the value of Employee Performance in the case where all independents, including Motivation and Workload, have a value of zero. In this case, a constant of 39.493 indicates that if there is no increase in Motivation and Workload, then the Employee Performance value will be 39.493.

b. Next, the regression coefficient of motivation (X1) of 0.769 indicates the change in employee performance caused by a one-unit change in motivation, assuming workload remains constant. In other words, every one unit increase in motivation will result in an increase in employee performance by 0.769 units, and every one unit decrease in motivation will result in a decrease in employee performance by 0.769 units.

c. Assuming motivation remains constant, the workload regression coefficient (X2) of 0.581 indicates that employee performance changes due to a one-unit change in workload. In other words, every one unit increase in workload will decrease employee performance by 0.581 units, and every one unit decrease in workload will increase employee performance by 0.581 units.

Table 2. Correlation Result

Correlations		Y	X1	X2
Pearson Correlation	Y	1,000	0,851	0,683
	X1	0,851	1,000	0,848
	X2	0,683	0,848	1,000
Sig. (1-tailed)	Y		0,000	0,000
	X1	0,000		0,000
	X2	0,000	0,000	
N	Y	222	222	222
	X1	222	222	222
	X2	222	222	222

The strong relationship between Motivation and Workload and Employee Performance is shown by the simultaneous correlation value of 0.853, which indicates that if Motivation and Workload increase or decrease simultaneously, then Employee Performance will also increase or decrease significantly. There is a positive correlation indicating that if Motivation and Workload increase, then Employee Performance also increases.

Table 3. R Square Test Result

Model Summary[b]						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	,853[a]	0,728	0,726	2,28798	0,728	293,601
a. Predictors: (Constant), X2, X1						
b. Dependent Variable: Y						

The R-Square value of 72.8 percent indicates that about 72.8 percent of the variation in employee performance can be explained simultaneously by motivation and workload. This suggests that the regression model used can well explain variations in employee performance based on motivation and workload. Additional factors such as environmental factors, individual personality, or other factors were not included in the model.

Table 4. F Test Result

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3073,913	2	1536,957	293,601	,000[b]
	Residual	1146,433	219	5,235		
	Total	4220,347	221			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

The results show that the overall regression model is statistically significant; the sig F value which is smaller than alpha (0.000 < 0.05) and the calculated F value which is greater than the F table value (293.60 > 2.69) indicate that motivation and workload affect employee performance significantly. In other words, these findings indicate that the regression model used is good enough to predict or explain the variability in influencing the dependent Y.

Partial Effect of Motivation on Employee Performance

To find out how significant the effect of work motivation partially on employee performance, the value of t table and t count are compared. The results of the motivation calculation show that the probability value is 0.000 = sig α 0.05 and 14.519 = 1.971. Therefore, Ha is accepted and H0 is rejected, so motivation has a significant influence on employee performance.

Partial Effect of Workload on Employee Performance

The results of the workload calculation show a probability value of 0.0460 < sig α 0.05 and 2.007 > 1.971. This indicates the significance level of the effect of workload partially on employee performance. Therefore, Ha is accepted and H0 is rejected, so it can be concluded that workload partially affects employee performance.

Discussion

This study finds that work motivation significantly influences employee performance, aligning with Mangkunegara's (2017) theory that highly motivated employees produce better results. Employees are crucial assets in a company, and at PT Concorde Industry Karawang, they form the backbone in achieving organizational objectives. This research examines how internal and external motivation affects performance, which is vital for understanding and enhancing

productivity. Without adequate motivation, employee performance may decline, and company targets may be harder to achieve. Higher motivation directly correlates with improved employee performance, as noted by Marpaung (2021). The statistical analysis confirms this, as the assigned alpha value is higher than the probability value for motivation (p = 0.000), indicating that motivation significantly impacts performance. The regression coefficient of 0.769 for work motivation (X1) means that for every unit increase in motivation, performance rises by 0.769 units. This finding reinforces the importance of motivation in Human Resource Management strategies, especially in areas such as recognition, growth opportunities, and creating a supportive work environment.

Another focus is the impact of workload on employee performance. The analysis shows a regression coefficient of -0.581 between workload and performance, indicating that a unit increase in workload reduces performance by 0.581 units. Heavy workloads can impair concentration, decision-making, and overall work quality. Excessive workload disrupts work-life balance, which may lead to stress and deteriorate well-being (Putra, 2012). This can harm the company's reputation and customer satisfaction if quality suffers. The statistical results show that workload significantly affects performance, with a probability value of 0.0460, which is lower than the significance level of 0.05, and a calculated t-value (2.007) greater than the t-table (1.971). These findings are in line with Fransiska and Tupti's (2020) research, which also found a significant effect of workload on performance. To mitigate workload's negative impact, management could review task allocations, provide necessary resources, and promote work-life balance.

Moreover, the research shows that motivation and workload together significantly impact performance. Motivation drives employees to perform well, while a high workload may cause stress, reducing performance quality (Antaka, 2018). By managing workload effectively and fostering motivation through rewards, career growth opportunities, and open communication, companies can create a productive work environment. The R-square value of approximately 72.8% indicates that motivation and workload account for most variations in performance, though other factors may also contribute. A balanced workload, coupled with high motivation, enhances productivity and overall employee satisfaction, as noted by Andriana (2019). This balance also helps employees achieve a healthier work-life integration. In summary, companies should prioritize strategies to boost motivation and manage workload effectively to optimize employee performance and achieve business goals.

5. Conclusion

Both workload and motivation have a significant impact on employee performance of PT Concorde Industry Karawang. Partially, employee performance is affected by workload, and partially, motivation affects employee performance. These two factors have been shown to contribute to the improvement of employee performance of PT Concorde Industry Karawang.

The theoretical implications in this study are in terms of Maslow's Hierarchy of Needs theory, Douglas McGregor's Theory X and Y, or Victor Vroom's Expectancy Theory. Empirical research linking motivation levels to employee performance may provide deeper insights into the mechanisms of motivation in the workplace. Combining motivation and workload can provide insight into the interaction between these two in influencing employee performance. This theory can lead to a deeper understanding of how motivation can act as a buffer against the negative effects of high workloads.

The managerial implication of this study is that HR managers can use the empirical findings on the effect of motivation and workload on employee performance to design more effective HR

planning strategies. This can involve developing employee motivation programs that suit the needs of the organization and managing workload to avoid burnout and stress. The implications of this study can assist managers in managing employee performance more effectively. Employees can use knowledge of the factors affecting motivation and workload to provide better feedback, identify areas that require improvement, and provide necessary support to employees.

There are several future research directions that can be explored to deepen the understanding of the influence of motivation and workload on employee performance. Future research could explore how the use of technology, such as digital productivity tools, time management applications or automation systems, affects employee motivation and workload. This research could help understand how technology can be used as a tool to increase productivity and manage workload. Future studies could evaluate the effectiveness of different types of management interventions designed to increase employee motivation and manage workload. These could include training programs, work-life balance initiatives, or the development of more.

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