

The Influence of Workload and Performance Allowances on Employees Performance through Work Motivation

Kusnadi¹, Arthur Sitaniapessy², Rismawati^{3*}

^{1,2,3} Postgraduate, Master of Management, Universitas Terbuka, Indonesia

Abstract

This study is to analyze the Influence of Workload and Performance Allowance on Performance Through Work Motivation of Employees of the Central Statistics Agency of West Nusa Tenggara Province. This study is descriptive with a quantitative approach. Samples were taken using the Statified Proportional Random Sampling technique, with a sample size of 170 respondents. The method of collecting data related to the research problem was carried out using the questionnaire method. The analysis in this study uses PLS (Part Least Square). The results of the study indicate that workload has a significant effect on work motivation, workload has an effect on employee performance, performance allowance has a significant effect on work motivation, performance allowance has a significant effect on employee performance, work motivation has an insignificant effect on employee performance, workload has an insignificant effect on employee performance through work motivation, performance allowance has an insignificant effect on performance through work motivation.

Article Info

Keywords:
Employee Performance,
Performance Allowance,
Workload,
Work Motivation

JEL Classification:
H11, M51, O15

Corresponding Author:
Rismawati
(rismawati@stiesia.ac.id)

Received: 27-11-2024
Revised: 29-12-2024
Accepted: 13-01-2025
Published: 29-01-2025



1. Introduction

Human Resources (HR) is a very important asset to support the achievement of success in an organization. Every organization always wants to have professional, loyal, highly dedicated human resources and guaranteed welfare. Research conducted by Sulistyan et al. (2020) on a study of employee performance concluded that employee participation in decision-making in the most important factors will have an impact on employee performance. Government and private agencies have a number of targets that must be achieved in accordance with their goals by relying on the abilities and skills of their employees (Utami et al., 2022).

One of the government agencies with a high workload is the Central Statistics Agency (BPS). The Central Statistics Agency (BPS) is a non-ministerial government agency that is directly responsible to the president. Employees who have high performance tend to be happy in facing all challenges, have creativity, are responsible, do not give up easily, and always need motivation and skill development. This is in line with Rismawati and Mattalata (2018), that performance assessment is a periodic determination of the operational effectiveness of a company, company division and its employees based on previously set targets and standard criteria.

Maryani et al. (2021) that performance is the result of work obtained from a group or an individual in an organization in accordance with the responsibilities that have been given. Determining this absence is one of the main things in assessing employee performance, so the following is employee absence data at the BPS Office taken from data from all BPS district/city offices spread throughout the Province of West Nusa Tenggara (NTB Province) from September 2023 to February 2024.

Table 1. Central Statistics Agency Office Employee Absence Data at the NTB Province Regency/City BPS Office

Month	Amount	Absence	Information
-------	--------	---------	-------------

		Late		Sick		Leave		
September	401	28	6.98%	10	2.49%	26	6.48%	In one month, employees can be late, sick or on leave more than once.
October	401	19	4.74%	28	6.98%	28	6.98%	
November	401	38	9.48%	11	2.74%	32	7.98%	
December	401	46	11.47%	12	2.99%	56	13.97%	
January	401	29	7.23%	18	4.49%	24	5.99%	
February	401	30	7.48%	19	4.74%	22	5.49%	
Total and Average		190	7.90%	98	4.07%	188	7.81%	

Source: NTB Province BPS employee attendance for the period September 2022-February 2023 has been processed

Based on Table 1 it explains that the employees at the NTB Provincial BPS Office who were late the most in December 2023 were 46 people with a percentage of 11.47%, while for employees who were sick the most in October 2023 were 28 people with a percentage of 6.98% and for leave of absence the most in December 2023 were 56 people with a percentage of 13.97%. This shows that there is motivation and a good work environment experienced by employees and can also improve employee performance at the NTB Provincial BPS Office. By increasing motivation and a comfortable work environment for employees, it can improve employee performance and comfort while working. So that it can affect employee performance whether the performance is good or not in accordance with what is expected.

The performance of each employee will have different levels of success. In the scope of human resources, the performance of an employee is very much needed to achieve the best performance, both for the employee himself and the organization. To get satisfactory performance according to what the organization expects, of course, supporting factors are needed so that maximum employee performance can be achieved (Daulay et al., 2019).

Employee job satisfaction will feel satisfied if they can work with aspects of work and aspects of their needs fulfilled, but on the contrary if these aspects cannot support then employees will feel dissatisfied. Dissatisfaction in work will affect individual performance, dissatisfaction is the starting point for problems in the organization, such as conflicts between management and employees so that they can take actions such as: absence from work, late to work, reducing involvement in the Company, behavior leaving the Company (turn-over), including looking for a new position and resigning looking for a better Company, and if this continues to happen, with job dissatisfaction it will gradually cause a decline in employee performance, so that their performance also decreases. According to Jalagat (2016), it is stated that job satisfaction affects performance more than performance affects job satisfaction. Furthermore, the results of research from Rinny et al. (2020) argue that there is a significant influence between job satisfaction and employee performance.

One of the factors is by paying attention to the workload. Workload is a collection or number of activities that must be completed by an organizational unit or job holder within a certain period of time (Meijman & Mulder, 2013). Workload is a process carried out by a person to complete tasks in a job or group of jobs that are carried out under normal conditions within a certain period of time. Siswanto et al. (2019) also stated that workload can improve employee performance. Meanwhile, research by Ryandini et al. (2020) revealed that workload has a significant influence on motivation.

Performance allowance is additional income given to employees as a reward for their performance, with the aim of increasing their work enthusiasm (Najoan et al., 2018). One form is the provision of performance allowances to worker compensation. This performance allowance is not only in the form of material but also in the form of promotion. If employees are able to work according to the tasks given and rearrange their work, they will have more choices and authority to carry out their duties.

There is no clear commitment to receiving the current performance allowance. Employees who work hard and those who do not understand their job responsibilities receive the same amount of performance allowance. The provision of performance allowances is currently based on the employee's level (grade) and position at the Central Statistics Agency. The efforts made by the Central Statistics Agency to improve employee empowerment and the provision of Performance Allowances, as explained above, aim to improve employee performance.

The results of previous studies are used as a benchmark in measuring performance allowances from Emalia (2022), Sulistyan et al., (2019) which states that compensation has a positive and significant effect on employee performance. Furthermore Sulistyan et al., (2020) stated that performance allowances have a significant effect on employee performance.

Motivation is a way to encourage the work spirit of subordinates, so that they are willing to work hard and use all their abilities and skills to achieve company goals (Hasibuan, 2016). An employee's work motivation is complex because it involves individual and organizational factors. Factors that are individual in nature include needs, goals, attitudes and abilities. Meanwhile, organizational factors include salary and benefits, job security.

Another phenomenon related to performance is the decline in employee performance due to incentives or bonuses that are not in accordance with the division of workload for each individual. Employees still show dissatisfaction with the performance allowances provided by the BPS office, so that some of them commit deviations such as being late to the office, being negligent in doing tasks, and doing activities that are not related to work during working hours.

The role of work motivation as a mediator in the relationship between workload, performance allowances, and employee performance at the NTB Provincial BPS Office. This study aims to understand how workload and performance allowances affect employee performance through work motivation, based on theories and previous research findings.

Literature Review

According to Pitasari (2024), performance is the result achieved by a person according to the applicable standards for the job in question. Furthermore, according to Arisanti et al. (2019), performance is the willingness of a person or group to carry out activities and perfect them according to their responsibilities with the expected results.

Performance is a multifaceted concept that encompasses the achievement of task outcomes, the fulfillment of job requirements within the context of organizational goals, and the completion of responsibilities within a specified time period. This holistic approach enables organizations to more effectively measure and improve the performance of their employees.

Motivation as "The process by which behavior is energized and directed" (a process, where the behavior is nurtured and directed) psychologists provide similarities between motives and needs (drive, needs). So, work motivation is something that triggers enthusiasm or drive in working. The level of strength of an employee's work motivation affects the level of his/her achievement. According to Hasibuan (2016) that motivation is the provision of driving force that create a passion for work in someone, so that they want to work together, working effectively, and integrated with all its efforts to achieve satisfaction. Therefore, motivation serves as an important mechanism that directs individual behavior toward goal achievement and personal satisfaction.

Workload is the volume or amount of work given to workers, both physically and mentally, who are responsible for the work (Astianto & Suprihadi, 2014). Referring to the many definitions, it is concluded that workload is the worker's perception of activities that must be completed within a certain period of time and efforts to deal with problems that occur at work (Budiasa, 2021). If an employee or worker is able to complete and adapt to a number of tasks given, then it does not become a workload. However, if the work is not successful, then the tasks and activities become a workload.

Performance allowance is income other than salary given to workers or employees who are still active based on competence and performance, which is a function of the successful implementation of bureaucratic reform based on the performance achieved by a worker or employee in line with the performance to be achieved by their agency (Pujiastutik & Rini (2023). The amount of Performance Allowance for employees of the Central Statistics Agency (BPS) has been regulated in Presidential Regulation of the Republic of Indonesia Number 99 of 2018 concerning Employee Performance Allowances within the Central Statistics Agency, which has been in effect since March 2018 by taking into account employee performance achievements each month according to the BPS employee job class (Presidential Regulation Number 99 of 2018). The Job Classes at BPS start from the lowest Job Class (Job Class 1) to the highest Job

Class (Job Class 17). The details of the Job Class and the amount of BPS employee Performance Allowance (Presidential Regulation Number 99 of 2018) are as follows:

Table 2. Employee Job Class and Amount of Performance Allowance in the Central Statistics Agency environment.

No.	Job Class	Performance Allowance Per Job Class
1.	17	Rp. 33,240,000.00
2.	16	Rp. 27,577,500.00
3.	15	Rp. 19,280,000.00
4.	14	Rp. 17,064,000.00
5.	13	Rp. 10,936,000.00
6.	12	Rp. 9,896,000.00
7.	11	Rp. 8,757,600.00
8.	10	Rp. 5,597,200.00
9.	9	Rp. 5,079,000.00
10.	8	Rp. 4,595,150.00
11.	7	Rp. 3,915,950.00
12.	6	Rp. 3,510,400.00
13.	5	Rp. 3,134,250.00
14.	4	Rp. 2,985,000.00
15.	3	Rp. 2,898,000.00
16.	2	Rp. 2,708,250.00
17.	1	Rp. 2,531,250.00

Source: Attachment (Presidential Decree Number 99 of 2018)

Employee performance allowances, especially BPS employees, can receive an allowance amount that is in accordance with or lower than the nominal performance allowance for the class of position they hold. This is in line with the increase and decrease in the performance assessment of BPS employees each month. There is a close relationship between performance allowance and BPS employee performance, it can be said that performance allowance is an additional reward given to BPS employees in accordance with the monthly employee performance achievement target (T-CKP) that has been prepared for a year at the beginning of each year. The amount of performance allowance received is adjusted from the percentage of T-CKP success each month, which will be assessed by the leader or head of the BPS office in each district/city.

Employee performance is the key to the success of an organization, both in the service sector and in the industrial sector, where the achievement of organizational goals depends on the results of employee activities that have high duties and functions in realizing each planned program so that the goals to be achieved can be implemented effectively and efficiently. The performance of each employee will have different levels of results. In the scope of human resources, the performance of an employee is very much needed to achieve the best performance, both for the employee himself and his organization.

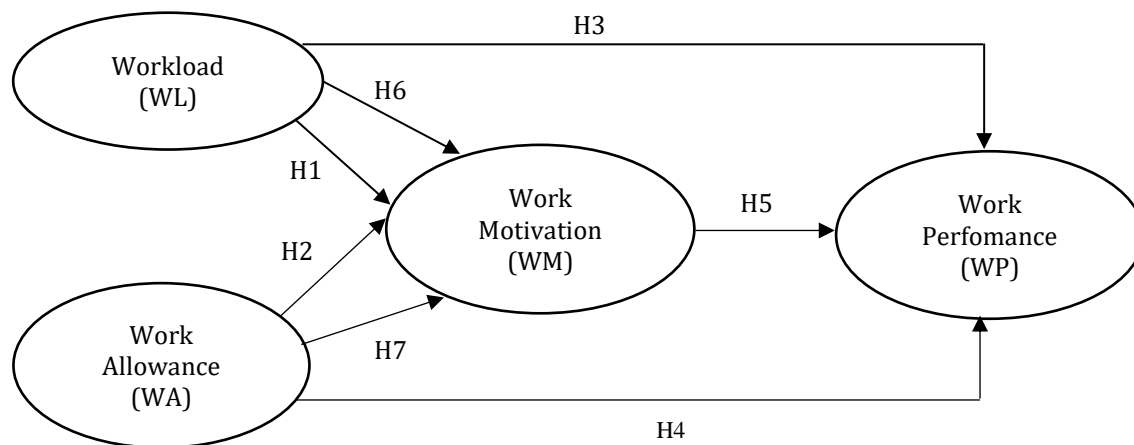


Figure 1. Conceptual Framework
 Source: Development by Reseacher (2024)

Operational definition is compiled based on the mapping of the explanation of the conceptual framework containing variables, indicators, dimensions and references used. After the operational definition analysis, the next step is to create a table of operational definitions of variables to provide further explanation of the mapping results. Based on the previous discussion, the plan in this study will use four variables, namely workload and performance allowances as independent variables, work motivation as mediating variables (intervening), and employee performance as dependent variables. To provide an explanation of the research variables using clear images, definitions and limitations.

2. Methods

Research approach that will be used in this study uses a survey method with a quantitative-descriptive approach that explains the causal relationship between independent variables and dependent variables in hypothesis testing. The purpose of this study is to provide an overview of the research object. The research method used in this study is a quantitative approach. Sugiyono (2018) stated that quantitative research is research that looks at the influence of variables on the object being studied more in a causal manner, namely the influence of transformational leadership style on organizational performance through motivation and work environment.

Population is a source of data needed in conducting research in the field. According to Arikunto (2010) stated that population is the totality of all factors that are the topic of a research. The research sample is a selected part of the population selected through the sampling method in a study (Swarjana, 2022). Meanwhile, according to (Sugiyono, 2018) that the sample is part of the number and characteristics possessed by the population. The Statified Proportional Random Sampling technique with sample determination based on the Slovin, the formula that will be used to determine the sample size is as follows:

$$n = \frac{N}{(1 + (N)(e)^2)}$$

Information:

n = Number of samples

N = Population Size

e = Confidence Level (5% = 0.05)

So the sample size is:

$$N = \frac{401}{1+(401)(0.05)^2}$$

$$N = \frac{401}{1+401(0.0025)}$$

$$N = \frac{401}{1+1.0025}$$

$$N = 200$$

In the distribution of research instruments to all levels of the BPS Office in West Nusa Tenggara Province with a total of 401 respondents after being calculated using the Slovin formula to 200, it turned out that in the field there were obstacles, namely in the distribution of the distribution, not all of them returned to the researcher from a total of 200, 170 were returned, where 30 research instruments were lost, not all filled in, and scattered during data collection in the field, so the researcher only used 170 respondent data to be processed from a total sample of 200.

Primary data were obtained through a survey conducted by distributing questionnaires to all BPS office employees throughout the NTB Province. The questionnaire was also used to explain organizational performance variables consisting of dimensions of work quality, quantity, punctuality, effectiveness, independence. Secondary data is needed as additional information to strengthen the results obtained through primary data. The method for obtaining secondary data is through various information, books and other literature relevant to the problem being studied such as data and information available at the BPS offices throughout NTB Province, research results or other relevant written works, and so on.

Validity Test shows the extent to which a measuring instrument measures what it wants to measure. If the researcher uses a questionnaire in collecting research data, then the questionnaire that is prepared must measure what it wants to measure. Reliability is a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time. This study uses a multivariate approach, namely a method of processing variables in large numbers with the aim of finding the influence of these variables on an object simultaneously or simultaneously. The calculation in this study uses the PLS path approach, because it is able to provide analysis with independent and dependent variables that number more than one variable. PLS uses the bootstrapping method or random duplication which means that the assumption of normality is not problematic so that the research sample has no minimum number. PLS analysis includes the following stages: Outer Model Evaluation ; Inner Model Evaluation and Hypothesis Testing.

3. Results and Discussion

3.1 Results

Respondent characteristics are a description of the identity of the respondents that explains the gender, age level, education, length of service and employment status of the employees at the Central Statistics Agency of West Nusa Tenggara Province. Based on the results of the sample calculation with a total of 200 respondents but in reality only 170 respondents can be counted, the researcher used a sample that was returned intact as many as 170 respondents only employees at the Central Statistics Agency of West Nusa Tenggara Province. The sample size of 170 respondents was female with a total of 142 nurses or 83.5%, while men were 28 people or 16.5%. Furthermore, the age of 26-35 amounted to 98 respondents or 57.6% and the most, this shows that generally respondents are classified as adults and are considered quite mature at that age as a productive age. Respondent characteristics based on the highest level of education, namely those who have a D3 qualified statistics education level of 80 respondents or 47%. This

shows that this D3 qualified education level is quite capable and skilled in carrying out tasks, as well as the level of education of Nurses 53 respondents or 31.2% are in second place with this education having a level of knowledge about theory and practice in the field of statistics, so that they are quite mature in providing services to the community. respondents have a work period of ≤ 5 years with a total of 65 respondents or 38%. This shows that there is a Central Statistics Agency throughout the West Nusa Tenggara region. the dominance of respondents with employee status is permanent employees of 151 people or 88.8%. Very concerned about employees to obtain ties to the hospital in improving employee status as permanent workers, this will affect employee motivation in working, because the level of income increases, their needs will be met as well as employee welfare is met.

The discussion of this research description, conducting descriptive research variables aims to interpret the connotation of each variable based on the frequency distribution and average score of respondents' answers which are categorized into five categories of points 1 - 5 starting from statements that are not good to very good, using a Likert scale measurement. Workload is a concept that refers to the limitations of a person's capacity to process information when completing tasks at a certain level. Each employee has their own level of responsibility by using their creativity and skills. The following is a description of the respondents' answers by providing answers regarding workload.

Table 3. Workload Descriptive

Variable Indicator	Respondent Answer Score										Mean
	1(STB)		2(TB)		3(CB)		4(Good)		5(SB)		
	F	%	F	%	F	%	F	%	F	%	
X1.1	0	0	0	0	0	0	52	30.6	118	69.4	4.69
X1.2	0	0	0	0	2	1.2	75	44.1	93	54.7	4.54
X1.3	0	0	0	0	0	0	74	43.5	96	56.5	4.56

Source: Data Processed (2024)

Description of respondents' answers to performance allowances can be seen in the following table, but a little explanation of what is meant by performance allowances is a form of appreciation given to performance. This allowance can provide its own motivation for each employee to increase their productivity.

Table 4. Descriptive Performance Allowance Answers

Variable Indicator	Respondent Answer Score										Mean
	1(STB)		2(TB)		3(CB)		4(Good)		5(SB)		
	F	%	F	%	F	%	F	%	F	%	
X2.1	0	0.0	0	0.0	11	6.5	119	70.0	40	23.5	4.17
X2.2	0	0.0	0	0.0	7	4.1	83	48.8	80	47.1	4.43
X2.3	0	0.0	0	0.0	4	2.4	116	68.2	50	29.4	4.27
X2.4	0	0.0	0	0.0	11	6.5	115	67.6	44	25.9	4.19

Source: Data Processed (2024)

Description of respondents' answers regarding work motivation, work motivation is the drive that can encourage someone to work. This motivation creates enthusiasm and passion for work, provides the driving force that makes someone want to work together, work effectively, and make maximum efforts to achieve satisfaction in their work.

Table 5. Descriptive Answers Work Motivation

Variable Indicator	Respondent Answer Score										Mean
	1(STB)		2(TB)		3(CB)		4(Good)		5(SB)		
	F	%	F	%	F	%	F	%	F	%	
Y1.1	0	0.0	0	0.0	3	1.8	118	69.4	49	28.8	4.27
Y1.2	0	0.0	0	0.0	15	8.8	136	80.0	19	11.2	4.02
Y1.3	0	0.0	0	0.0	9	5.3	113	66.5	48	28.2	4.23

Source: Data Processed (2024)

Employee performance is the work result of an individual or group in an organization in a certain period of time that can reflect how well an individual or group can meet the requirements of a job in an effort to achieve organizational goals. Employee performance is the work result that has been achieved by completing tasks and responsibilities that have been given in a certain period of time.

Table 6. Description of respondent answers Employee Performance

Variable Indicator	Respondent Answer Score										Mean
	1(STB)		2(TB)		3(CB)		4(Good)		5(SB)		
	F	%	F	%	F	%	F	%	F	%	
Y2.1	0	0.0	0	0.0	22	12.9	111	65.3	37	21.8	4.09
Y2.2	0	0.0	0	0.0	10	5.9	134	78.8	26	15.3	4.09
Y2.3	0	0.0	0	0.0	6	3.5	125	73.5	39	22.9	4.19
Y2.4	0	0.0	0	0.0	3	1.8	104	61.2	63	7.1	4.35

Source: Data Processed (2024)

Validity and Reliability Test of Research Instruments

The results of the convergent validity test show that for the Workload variable (X1), the loading score value with a p-value of 0.000 smaller than 0.05, so that all statement items are considered statistically significant and valid to measure the workload variable. For the Performance Allowance variable (X2), the results of the convergent validity test show that the loading score with a p-value of 0.000 is also smaller than 0.05, which means that all statement items are statistically significant and valid to measure the performance allowance variable.

Table 7. Outer Loading

	Workload	Performance Allowance	Work motivation	Employee Performance
X1.1	0.806			
X1.2	0.794			
X1.3	0.842			
X2.1		0.685		
X2.2		0.768		
X2.3		0.704		
X2.4		0.795		
Y1				0.842
Y2				0.814
Y3				0.866
Z1			0.845	
Z2			0.750	
Z3			0.808	
Z4			0.750	

Source: Data Processed (2024)

Construct reliability testing can be done with two criteria, namely composite reliability and Cronbach's alpha from the indicator block that measures the construct. A construct is considered reliable if the composite value reliability and Cronbach's alpha exceed 0.70, so the calculation results show that each construct is declared reliable.

Table 8. Composite Reliability and Cronbach's Alpha

No.	Variables	Cronbach's Alpha	Cut of Point
1	Workload	0.742	≥ 0.60
2	Performance allowance	0.721	≥ 0.60
3	Work motivation	0.793	≥ 0.60
4	Employee performance	0.795	≥ 0.60

Source: Data Processed (2024)

The results of the path coefficient test on the structural equation model that explains the direct or indirect relationship to the independent and dependent variables, namely the effect of

workload (X1) on work motivation (Z), the relationship between work benefits (X2) and work motivation (Z), the relationship between workload (X1) and employee performance (Y), work benefits (X2) and employee performance (Y), and the relationship between work motivation (Z) and employee performance (Y), can be presented in table 20 which is a hypothesis test by looking at the p-value. If the p-value is less than 0.05 then the relationship between the variables is significant, for that based on the test results it can be presented in the following table:

Table 9. Hypothesis Testing

HIP	Independent Variables	Dependent Variable	Standard-dize	Direct Effect		
				CR	p-value	Information
H1	Workload (X1)	Work motivation (Z)	0.181	2.915	0.004	Significant
H2	Work Allowance (X2)	Work motivation (Z)	0.519	8.297	0.000	Significant
H3	Workload (X1)	Employee Performance (Y)	0.179	2.278	0.001	Significant
H4	Work Allowance (X2)	Employee Performance (Y)	0.235	3.286	0.001	Significant
H5	Work motivation (Z)	Employee Performance (Y)	0.423	5,692	0.000	Significant

Source: Data Processed (2024)

Table 10. Indirect Effect

Independent Variables	Dependent Variable	Intervening Variables	Standardize	Information
Workload (X1)	Employee Performance (Y)	Work Motivation (Z)	0.077	Significant
Work Allowance (X2)	Employee Performance (Y)	Work Motivation (Z)	0.220	Significant

Source: Data Processed (2024)

Based on the results of the analysis above from all the research variables, all variables and hypothesis submissions can be accepted because the results of the study stated that all variables are significant, namely Workload, Work Benefits, Work Motivation and Employee Performance to meet *the Triming Theory*, then the insignificant path must be removed. The final recommended model is as in the following figure:

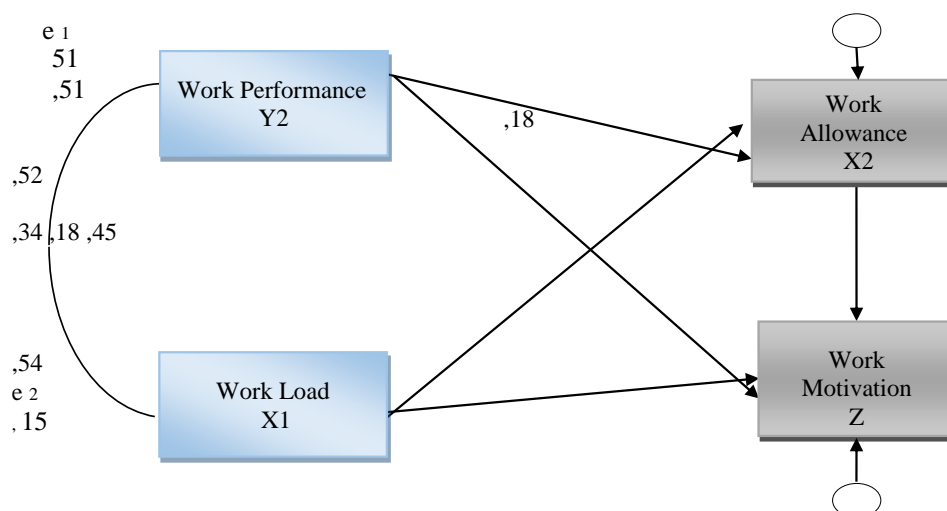


Figure 3. Trimming Model Image
Source: Data Processed (2024)

3.2. Discussion

The Effect of Workload on Work Motivation

Workload is related to the work results achieved by an employee, describing a state in which a person is fully committed to completing their tasks with the aim of achieving optimal results. Research results from Gulo et al. (2020). This workload includes the volume and amount of work given to employees, both physically and mentally, so that they can be responsible for all tasks given. So it can be concluded that the existence of Workload has a positive influence in influencing the work motivation of an employee, this is something unique when employees have pressure in their work they are motivated to work, this is in accordance with the established SOP, causing a decrease in employee work motivation. Employees at the Central Statistics Agency of West Nusa Tenggara Province experienced a decrease in motivation because they had to complete their work on time, which added pressure and affected their work enthusiasm.

The significant influence of work motivation can be seen from the fact that even though employees have a fairly large workload, they still have to complete tasks on time. To increase work motivation, management has tried to provide encouragement and enthusiasm through job training programs, which aim to improve employee performance. In addition, management has also held socialization regarding the achievement of work results driven by innovation and work skills, with the hope that the goals and vision of the West Nusa Tenggara Central Statistics Agency can be achieved. The opinion regarding the relationship between workload and motivation is supported by Paramitadewi (2017), who stated that workload is a process that determines the accumulation of daily working time for workers in completing their tasks. In addition, Utami et al. (2022) stated that every job requires thinking, known as mental work, and energy and muscle, called physical work. The workload borne by each employee is not always the same, as is the individual's work motivation. Although the SOP given by the leadership is uniform, the motivation between employees must be different. Therefore, each employee must understand and measure themselves well so that all tasks can be completed optimally.

The Influence of Performance Allowances on Work Motivation

Performance allowance is the result of employee work or employee income outside of salary given to employees who are actively working based on their level of competence and performance which is a function of the success of implementing bureaucratic reform based on the performance that has been done and achieved by an individual employee in line with the performance to be achieved by each agency. The amount of performance allowance given to employees will be determined based on their class and position in accordance with applicable laws and regulations. So it can be concluded that performance allowances for employee work motivation can be reflected when communication has been established with employees. Where difficult work will feel easy and motivation becomes good because there is always good communication between employees and the environment and employees complete their work on time.

Performance allowances have a positive and significant influence on work motivation from the results submitted by employees at the Central Statistics Agency in West Nusa Tenggara, they said that the provision of allowances, both directly and indirectly, greatly helps employees in meeting their needs, this will certainly help in increasing their work motivation. The influence of performance allowances on motivation is expected to be an additional benefit for employees at low levels like today, if the benefits that will be given have an impact on increasing motivation, performance allowances that will be given when using official vehicles, free lunches, health services, vacation assistance or so on, these allowances become a form of additional compensation whose purpose is to bind employees to continue working at the Company or institution.

The Influence of Workload on Employee Performance

Workload is a series or number of tasks that are routinely carried out and completed by each employee within a certain period of time, according to the responsibilities in a particular organization or position (Inegbedion et al., 2020). This workload is very important to determine the effectiveness and efficiency of employee performance. The workload given to employees can

be grouped into three main conditions. First, a workload that meets standards, where the volume of work is balanced with the capacity and ability of employees.

By understanding and managing workload effectively, organizations can create a balanced work environment, where each employee feels valued and is able to make maximum contributions according to their abilities. This not only improves individual performance but also supports the achievement of overall organizational goals. Previous studies have shown a direct relationship between workload and employee performance. Emalia (2022) revealed that workload has a significant effect on performance. In addition, Nikmah et al. (2021) also found that workload has a significant effect on employee performance. Workload is considered an external factor to an individual that can be a source of performance problems, especially when the workload faced is too high.

The Influence of Performance Allowances on Employee Performance

The performance allowance of employees, especially employees at the Central Statistics Agency of West Nusa Tenggara Province, is in accordance with or lower than the nominal allowance given to several job classes they have. In line with this, there is an increase or decrease in the performance assessment of BPS employees every month. With the relationship between the era of performance allowances and BPS employee performance, it can be said that there is a relationship between performance allowances and employee performance. From the results of the research above, it can be seen from the results of previous research as a benchmark in measuring performance allowances from Emalia (2022), Surya et al. (2023) who stated that compensation has a positive and significant effect on employee performance. Pratama & Hermina (2022) that performance allowances on employee performance and there is a significant influence.

Employee performance allowances, especially BPS employees can receive an amount of allowance that is in accordance with the performance produced by each employee. In line with the increase and decrease in the BPS employee performance assessment every month. There is a close relationship between BPS employee performance allowances can carry out good performance, currently BPS employees follow the instructions of the leadership with employee performance achievements (T-CKP) both monthly for a year and at the beginning of each year. The amount of this performance allowance received is adjusted from the achievement of T-CKP success each month, which will be assessed by the leadership or the BPS office in each district/city.

The Influence of Work Motivation on Employee Performance

Motivation is how to encourage subordinates' work passion, so that they are willing to work hard by giving all their abilities and skills to realize the company's goals (Hasibuan, 2016). Work motivation is a condition that influences the awakening, directing and maintaining behavior related to the work environment. The results of this study are in line with the results of previous studies that in order to obtain satisfactory performance according to what the company expects, of course, supporting factors are needed so that maximum employee performance can be achieved (Daulay et al., 2019). The results of previous research by Nikmah et al. (2021) work motivation has a significant effect on performance, and work motivation acts as a mediator between workload and performance.

The influence of work motivation on employee performance is due to the high level of work, the work tasks that must be completed are very high but are not given the time to complete the work so that the level of stress is quite high resulting in pressure experienced by the employee, the motivation decreases because there is no appreciation for work achievements for employees who have high work dedication, this makes employees become unenthusiastic in working which has an impact on decreasing their performance.

The Influence of Workload on Employee Performance through Work Motivation

Based on hypothesis testing and the results of examinations that have been carried out to determine the value of the indirect influence (mediation of work motivation), increasing employee performance can be done directly even without the help of work motivation as a

mediator in explaining the influence of workload on the performance of employees of the Central Bureau of Statistics in West Nusa Tenggara, principle-based work motivation is a mediator in explaining the interrelationship between these variables.

These results explain that work motivation significantly acts as a mediator in explaining the effect of workload on employee performance. Based on the results of the examination to determine the type of mediator, the work motivation variable in the research model is said to be not a mediating variable. This means that workload has a real influence on employee performance, workload has a significant influence on work motivation, and work motivation has a significant influence on employee performance so that whether work motivation mediation is good or not, workload can directly or indirectly have a real influence on improving performance. employee.

The Influence of Performance Allowances on Employee Performance through Work Motivation

Based on hypothesis testing and the results of examinations that have been carried out to determine the value of indirect influence (mediation of work motivation) that improving employee performance can be done directly, even without the help of work motivation as a mediator in explaining the influence of work benefits on the performance of BPS West Nusa Tenggara employees, that Principle-based work motivation is a mediator in explaining this influence.

The results explain that work motivation does not significantly act as a mediator in explaining the effect of performance allowances on employee performance. Based on the results of the examination to determine the type of mediator, the work motivation variable in the research model is said to be a mediating variable. This means that work motivation has no real effect on employee performance, work allowances have a significant effect on employee performance, while work motivation and employee performance have no significant effect so that with good or bad work motivation mediation, direct and indirect performance reviews can have a real effect on improving employee performance.

4. Conclusion

Based on the results of the research and discussion, it can be concluded as follows: There is a positive but significant influence of workload on employee work motivation at the Central Statistics Agency in West Nusa Tenggara. There is a positive and significant influence of work allowances on employee motivation at the Central Statistics Agency in West Nusa Tenggara. There is a positive and significant influence of workload on employee performance at the Central Statistics Agency in West Nusa Tenggara. There is a positive and significant influence of performance allowances on employee performance at the Central Statistics Agency in West Nusa Tenggara. There is a positive and significant influence of work motivation on employee performance at the Central Statistics Agency in West Nusa Tenggara. There is a positive and significant influence of workload on employee performance through work motivation at the Central Statistics Agency in West Nusa Tenggara. There is a positive influence of performance allowances on employee performance through work motivation at the Central Statistics Agency in West Nusa Tenggara.

Based on alternative suggestions that can be given in this study, so that this study can be more perfect, among others, it is hoped that the Human Resources Development Department of the West Nusa Tenggara Central Statistics Agency will provide motivation to its employees so that they always improve their respective work so that it has an impact on improving their performance. It is hoped that employees will be enthusiastic in participating in the training held to improve employee performance at the West Nusa Tenggara Central Statistics Agency. It is hoped that employees will increase their understanding in their respective job description areas so that employees can work enthusiastically and can complete work on time. It is expected that if the performance is high, it will result in good quality work and actions in providing services to the community.

References

- Arikunto, S. (2010). *Research Procedures*. Rineka Cipta.
- Arisanti, K. D., Santoso, A., & Wahyuni, S. (2019). The Influence of Work Motivation and Work Discipline on Employee Performance at PT Pegadaian (Persero) Nganjuk Branch. *JIMEK Journal of Economics, Kadir University, 2*, 101-118.
- Budiasa, I. K. (2021). *Workload and Human Resources Performance. First Print. Publisher CV. Pen Persada*.
- Daulay, R., Kurnia, E., & Maulana, I. (2019, October). Analisis faktor-faktor yang mempengaruhi kinerja karyawan pada perusahaan daerah di Kota Medan. In *Prosiding Seminar Nasional Kewirausahaan* (Vol. 1, No. 1, pp. 209-218).
- Daulay, R., Kurnia, E., & Maulana, I. (2019, October). Analisis faktor-faktor yang mempengaruhi kinerja karyawan pada perusahaan daerah di Kota Medan. In *Prosiding Seminar Nasional Kewirausahaan* (Vol. 1, No. 1, pp. 209-218).
- Emalia, S. S. (2022). Literature Review Effect of Workload and Compensation on Job Satisfaction and Their Impact on Employee Performance. *Dinasti International Journal of Economics, Finance & Accounting, 3*(2), 182-191. <https://doi.org/10.38035/dijefa.v3i2.1189>
- Gulo, L. T., Pane, S. F., & Harani, N. H. (2020). *Algoritma NASA-TLX Untuk Analisa Beban Kerja Kreatif*.
- Hasibuan, M. (2016). *Manajemen Sumber Daya Manusia*. Penerbit Bumi Aksara
- Inegbedion, H., Inegbedion, E., Peter, A., & Harry, L. (2020). Perception of workload balance and employee job satisfaction in work organisations. *Heliyon, 6*(1), e03160. <https://doi.org/10.1016/j.heliyon.2020.e03160>
- Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics, 5*(6), 36-42.
- Maryani, Y., Entang, M., & Tukiran, M. (2021). The relationship between work motivation, work discipline and employee performance at the Regional Secretariat of Bogor City. *International Journal of Social and Management Studies, 2*(2), 1-16. <https://doi.org/10.5555/ijosmas.v2i2.14>
- Meijman, T. F., & Mulder, G. (2013). Psychological aspects of workload. In *A handbook of work and organizational psychology* (pp. 5-33). Psychology press.
- Najoan, J. F., Pangemanan, L. R., & Tangkere, E. G. (2018). *Pengaruh tunjangan kinerja terhadap kinerja pegawai pada dinas pertanian kabupaten Minahasa. Agri-Sosioekonomi, 14* (1), 11-24.
- Nikmah, A., Firdiansjah, A., Supriadi, B., & Natsir, M. (2021). The Role of Work Motivation as Mediation between Workload and Health Employees Performance During the COVID-19 Pandemic at Public Health Centers, Indonesia. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS), 26*(6 (8)), 6-14.
- Paramitadewi, K. F. (2017). *Pengaruh beban kerja dan kompensasi terhadap kinerja pegawai Sekretariat Pemerintah Daerah Kabupaten Tabanan* (Doctoral dissertation, Udayana University).
- Pitasari, D. R. (2024, November). The Effect of Work Discipline, Competence and Work Motivation on Job Satisfaction and Employee Performance at the Surabaya Academy of Pharmacy. In *Proceeding of International Conference on Business and Banking Innovations* (Vol. 6, pp. 142-153)
- Pratama, G. P., & Hermina, N. (2022). The effect of performance allowance and work discipline on employee performance at the Lembang Agricultural Training Center (BBPP). *Kontigensi: Jurnal Ilmiah Manajemen, 10*(1), 106-112. <https://doi.org/10.56457/jimk.v10i1.259>
- Rinny, P., Purba, C. B., & Handiman, U. T. (2020). The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University. *International Journal of Business Marketing and Management (IJBMM), 5*(2), 39-48.

- Rismawati, S. E., & Mattalata, S. E. (2018). *Evaluasi Kinerja: Penilaian Kinerja Atas Dasar Prestasi Kerja Berorientasi Kedepan* (Vol. 1). Celebes Media Perkasa.
- Ryandini, T. P., & Nurhadi, M. (2020). The influence of motivation and workload on employee performance in hospital. *Indonesian Nursing Journal of Education and Clinic (Injec)*, 5(1), 8-14.
- Siswanto, S., Supriyanto, A., Ni'mah, U., Asnawi, N., & Wekke, I. (2019). Does a workload influence the performance of bank employees?. *Management Science Letters*, 9(5), 639-650. <https://doi.org/10.5267/j.msl.2019.2.007>
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif dan R & D*. CV. Alfabeta.
- Sulistyan, R. B., Ermawati, E., Hidayat, Z., Lukiana, N., & Kasno. (2019). Retention Management as an Effort to Overcome the Intention of Account Officers to Stop the Company. *Journal of Advanced Research in Dynamical and Control Systems*, 11(12), 17-25. <https://doi.org/10.5373/jardcs/v11i12/20193207>
- Sulistyan, R. B., Paramita, R. W. D., Setyobakti, M. H., Rizal, N., & Lukiana, N. (2020). Perceived Organizational Support on Employee Performance: The Mediating Effect of Job Stress. *Proceedings of the 1st International Conference on Social Science, Humanities, Education and Society Development*. <https://doi.org/10.4108/eai.13-10-2020.2303710>
- Sulistyan, R. B., Paramita, R. W. D., Setyobakti, M. H., Rizal, N., & Lukiana, N. (2020). Perceived Organizational Support on Employee Performance: The Mediating Effect of Job Stress. *Proceedings of the 1st International Conference on Social Science, Humanities, Education and Society Development*. <https://doi.org/10.4108/eai.13-10-2020.2303710>
- Swarjana, I. K. S. (2022). *Population-Sample, Sampling Technique & Bias In Research*. Andi Publisher.
- Utami, T. N., Susilawati, S. K. M., Kes, M., & Delfriana Ayu, A. (2022). *Manajemen Stress Kerja Suatu Pendekatan Integrasi Sains dan Islam*. Merdeka Kreasi Group.