

# The Effect of Workload and Communication On Performance Through Work Motivation In The Population And Civil Registration Service Of Labuhanbatu Regency

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**Abstract:** A company needs a competent and creative employee to achieve company goals. Employees have an important role in a company, namely as thinkers, planning and controllers of company activities. Seeing the importance of the role of employees in the company, employee performance determines the success or achievement of the company. This study aims to determine whether work stress and work environment affect employee morale through work discipline as an intervening variable at the Labuhanbatu District Education Office. The study was conducted on 36 employees using saturated sampling techniques. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely t test, sobel test and path analysis. The results obtained in this study show that 1) there is a significant influence between workload on work motivation, 2) there is a significant influence between communication variables on work motivation, 3) there is a significant influence between workload variables on performance, 4) there is a significant influence between communication variables on performance, 5) there is a significant influence between work motivation variables on performance, 6) work motivation variables cannot affect workload variables on performance, 7) work motivation variables can affect communication variables on performance.

**Keywords:** Workload, Communication, Work Motivation, Performance.

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## 1. Introduction

Human resources are the main factor in the development of the business world. Human resources in the company are all people involved in the development of the company, especially employees. A company needs a competent and creative employee to achieve company goals. Employees have an important role in a company, namely as thinkers, planning and controllers of company activities. Seeing the importance of the role of employees in the company, employee performance determines the success or achievement of the company.

Employee performance is the result of work achieved by a person or group of people or a group of people in an organization, according to their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. (Sutrisno, 2010). Performance basically focuses on problems in the planning process, implementation, and also the results obtained after carrying out the work. Performance is commonly referred to as an answer to the success or failure of the initial goals of the work program and the policies that have been set. The matter of performance is very important, because performance is one of the most important benchmarks of organizational quality.

Performance improvement is one of the development strategies for an organization in carrying out its organizational processes. Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. An employee is said to have good performance if the employee is able to produce work results that are equal to or exceed the standards or criteria that have been set together in the organization.

The Labuhanbatu Regency Population and Civil Registration Service is a local government agency of Labuhanbatu Regency engaged in population and civil registration. The phenomenon that occurs in the Population and Civil Registration Service of Labuhanbatu Regency is that there has been no improvement in employee performance for the organization. This can be seen from the results of employee work that have not been maximized due to too much workload so that employees are not able to complete it properly. This affects employee work motivation, where employees become lazy and unmotivated to improve their performance.

Workload according to Meshkati in (Hariyati, 2011) can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. Hart and Staveland in Hariyati (2011) stated that the main dimensions that determine workload are: 1) Task demands. Task demands factor i.e. workload can be determined from the analysis of tasks performed by workers. However individual differences must always be taken into account. 2) Effort. The amount spent on a job may be a naturally intuitive form of workload. However, since the increase in task demands, individually may not be able to increase the level of effort. 3) Performance. Most studies of workloads have concerns with the performance to be achieved. Good employee performance arises due to the smooth communication process of its employees to their superiors, if the superior's communication with employees is good, the existing tasks will be completed quickly. To carry out good and effective communication requires the transmission of data and certain skills from the data sender to the data receiver and information recipient.

Based on the phenomenon that occurred in the Population and Civil Registration Service of Labuhanbatu Regency, researchers were interested in conducting a study related to this phenomenon with the title **"The Effect of Workload and Communication on Performance through Work Motivation in the Population and Civil Registration Service of Labuhanbatu Regency"**.

## 2. Literature Review

### Performance

Performance is a real behavior that everyone displays as work achievements produced by employees according to their role in the agency. Performance is very important in the agency's efforts to achieve its goals. According to Mangkunegara (2017: 67), performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Factors Affecting Performance : 1. Effectiveness and efficiency 2. Authority and responsibility 3. Work discipline 4. Initiative.

### Indicator

Indicator to measure performance, several indicators can be used regarding performance criteria, namely: quality, quantity, timeliness, cost-effectiveness, the need for supervision, and relationships between individuals. It is this indicator that will be the benchmark in measuring performance, (Kasmir, 2016:208).

The explanation of each of the indicators above is as follows:

1. Quality (quality) 2. Quantity (amount) 3. Time (timeframe) 4. Cost suppression 5. Oversight 6. Relationships between colleagues.

### Motivation

According to Hasibuan (2009:95) motivation is the provision of driving force that creates a person's work excitement, so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction.

The factors that affect work motivation according to Sutrisno (2011: 116) are as follows:

1. Internal Factors : a. The desire to be able to live b. The desire to be able to have c. Desire to obtain awards.
2. External Factors : a. Working environment conditions b. Adequate compensation c. Good supervision.

### Workload

Workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period of time, and can affect the performance produced by employees. According to Sugiyanto in Sinta (2015) that conceptually the workload can be viewed from the difference in energy available in each job with the energy needed to do a task successfully.

The factors affecting workload according to Soleman (2011:85) are as follows :

1. External factors: a. Tasks. b. Organization of work. c. Working environment.
2. Internal factors: somatic factors (gender, age, body size, nutritional status, health conditions, and so on), and psychic factors (motivation, beliefs, desires, satisfaction, and so on).

### Communication

According to Hamali (2016: 224) Communication is a process of conveying ideas and information in the form of work orders and instructions from a leader to employees or subordinates to carry out work tasks as well as possible. According to Handoko (2012: 272) communication is the process of transferring understanding in the form of ideas or information from a person to another person. Based on some of the understandings above, it can be concluded that communication in organizational life, the achievement of goals with all its

processes requires communication. Through communication, it can provide information about work that makes employees able to act with a sense of responsibility to themselves which at the same time can develop the morale of the employees.

The factors that affect communication according to Mangkunegara in Hamali (2016: 230) are as follows:

1. Skills
2. Attitude
3. Knowledge
4. Media

### **Motivation**

Motivation is an activity that results in a person completing their work with enthusiasm, willingness and full of responsibility. Motivation serves as a driver or encouragement to employees to be willing to work hard for the achievement of agency goals properly, for more details the following is the definition of motivation according to experts.

## **2.1 Empirical Analysis**

The research was conducted at the Population and Civil Registration Service of Labuhanbatu Regency which is located at Jalan Meranti Number 1 Rantauprapat, Padang Matinggi Village, North Rantau District, Labuhanbatu Regency.

This research is included in associative research with a quantitative approach. This study tested the relationship of the Workload (X1) and Communication (X2) variables to the Performance variable (Y) with Work Motivation (Z) as the intervening variable. In this study, the approach used is a quantitative approach because the data used to analyze the influence between variables is expressed by numerical numbers or scales (Kuncoro, 2011, in Wulandari, 2015).

The data collection techniques used are:

1. Questionnaire, by making a list of questions in the form of a questionnaire addressed to employees.
2. Documentation studies, by collecting company / agency data related to research needs.

The hypothesis of this research is:

H1: Workload has a significant effect on work motivation.

H2: Communication has a significant effect on work motivation.

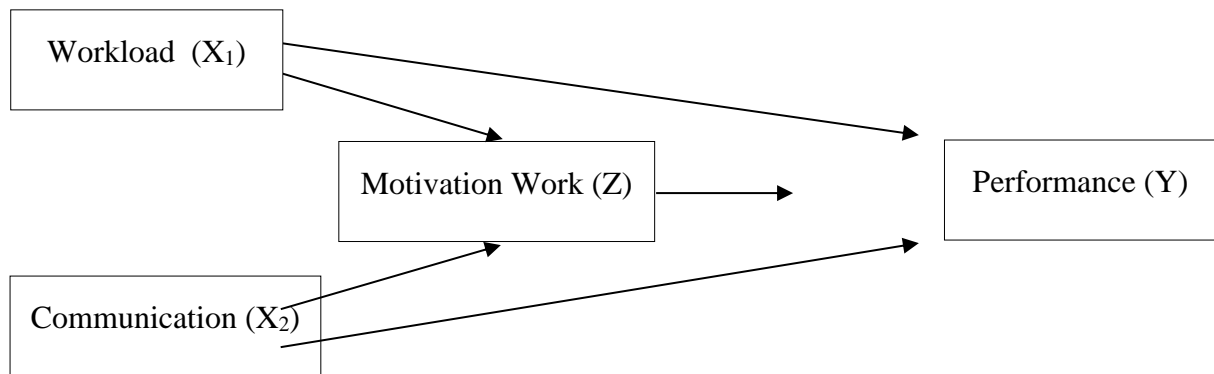
H3: Workload has a significant effect on performance.

H4: Communication has a significant effect on performance.

H5: Work motivation has a significant effect on performance.

H6: Workload has a significant effect on performance through work motivation.

H7: Communication has a significant effect on performance through work motivation.



## 2.2 Model Specification

The Sobel test is used to determine the influence of mediation variables, namely job satisfaction. A variable is called an intervening variable if it affects the relationship between an independent variable and a dependent variable. Mediation hypothesis testing can be done with a procedure developed by Sobel (1982) and known as the Sobel Test (Ghozali, 2018). According to Ghozali (2018), the sobel test is performed to test the indirect influence of variables X to Y through M. Sobel test is calculated using the following formula:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2 + a^2 SE_b^2)}}$$

Where:

a = regression coefficient of the independent variable on the mediating variable

b = regression coefficient of the mediating variable on the dependent variable

SEa = standard error of estimation from the influence of the independent variable on the mediating variable

SEb = standard error of estimation of the effect of the mediating variable on the dependent variable

## 2.3 Estimation Results

### Sub Model II Hypothesis Test

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	48,637	11,863		4,100	,000
Beban Kerja	,127	,101	,218	1,259	,017
Komunikasi	,129	,211	,025	1,139	,000
Motivasi Kerja	,135	,126	,149	1,274	,006

a. Dependent Variable: Performance

Source : Primary Data is processed, 2023

On the table, a statistical test t is obtained, as follows:

1) Work Motivation Variable (Z), with a probability level of 0.006. Thus it can be concluded  $P = 0.006 < \alpha = 0.05$ , then accept the hypothesis that states the variable of work motivation has a significant effect on performance.

2) The Work Beba variable (X1), with a probability level of 0.017 Thus it can be inferred  $P = 0.017 < \alpha = 0.05$ , then accept the hypothesis that states the Workload variable has a significant effect on performance.

3) Communication Variable (X2), with a probability level of 0.000. Thus it can be concluded  $P = 0.000 < \alpha = 0.05$ , then accept the hypothesis that states communication variables have a significant effect on performance.

### Sobel Test

The following are the results of the sobel test with variable workload on performance through work motivation.

$$t = \frac{0.228 \times 0.149}{\sqrt{(0.149^2 \times 0.139^2) + (0.228^2 \times 0.126^2)}}$$

$$t = \frac{0.228 \times 0.149}{\sqrt{0.00042894552 + 0.00082529798}}$$

$$t = \frac{0.033972}{0.0012542435}$$

$$t = 27.085$$

From the results of the calculation of the sobel test above getting a t value of 27,085, so that a calculated t value of  $27,085 > t \text{ table } 3,209$  was obtained, it can be concluded that the work motivation variable is able to mediate the relationship of the influence of workload on performance.

The following are the results of the sobel test with communication variables on performance through work motivation.

$$t = \frac{0.225 \times 0.149}{\sqrt{(0.149^2 \times 0.283^2) + (0.225^2 \times 0.126^2)}}$$

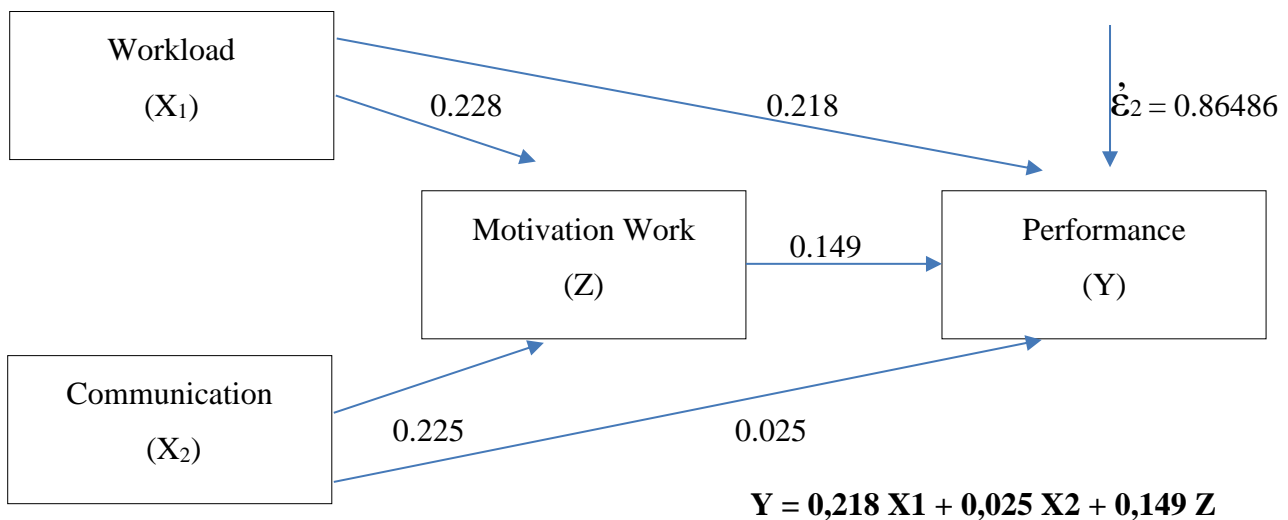
$$t = \frac{0.225 \times 0.149}{\sqrt{0.00177805588 + 0.0008037225}}$$

$$t = \frac{0.033525}{0.00258177838}$$

$$t = 12.985$$

From the results of the calculation of the sobel test above getting a t value of 12,985, so that a calculated t value of 12,985 > t table 3,209 was obtained, it can be concluded that the work motivation variable is able to mediate the relationship of the influence of communication on performance.

### Path Analysis Sub Model II



The results of the analysis showed that the direct effect given by Workload (X<sub>1</sub>) on Performance (Y) was 0.218. Meanwhile, the indirect influence of Workload (X<sub>1</sub>) on Performance (Y) through Work Motivation (Z), which is  $0.228 \times 0.025 = 0.0057$ . Then the total effect that the Workload variable (X<sub>1</sub>) exerts on Performance (Y) is a direct influence coupled with an indirect influence, which is  $0.218 + 0.0057 = 0.22$ . Based on the results of the calculations above, it can be seen that the direct influence value is 0.218 and the indirect influence is 0.0057, which means that the direct influence value is greater than the indirect

influence value. These results show that indirectly the Workload variable (X1) through Work Motivation (Z) has no significant effect on Performance (Y).

The results of the analysis showed that the direct influence given by Communication (X2) on Performance (Y) was 0.025. While the indirect influence of Communication (X2) on Performance (Y) through Work Motivation (Z), which is  $0.225 \times 0.149 = 0.033$ . Then the total influence given by the Communication variable (X2) on Performance (Y) is a direct influence coupled with an indirect influence, which is  $0.025 + 0.033 = 0.058$ . Based on the results of the calculations above, it can be seen that the value of direct influence is 0.025 and indirect influence is 0.033, which means that the value of direct influence is greater than the value of indirect influence. These results show that indirectly the variable Communication (X2) through Work Motivation (Z) has no significant influence on Performance (Y).

### **3. Discussion**

#### **3.1 Effect of Workload on Work Motivation**

The workload variable has a positive and significant effect on work motivation in the Labuhanbatu Regency Disdukcapil. The workload variable has a regression coefficient value of 0.228 has a unidirectional effect, which means that every addition or increase in the value of one unit of workload variable score will add to the work motivation value of Labuhanbatu Regency Disdukcapil employees by 0.228 per one unit score.

#### **3.2 The Effect of Communication on Work Motivation**

Communication Variables have a positive and significant effect on work motivation in the Labuhanbatu Regency Disdukcapil. The communication variable has a regression coefficient value of 0.225 has a unidirectional effect, which means that every addition or increase in the value of one unit score of the communication variable will add to the work motivation value of labuhanbatu district disdukcapil employees by 0.225 per one unit score.

#### **3.3 Effect of Workload on Performance**

The workload variable has a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. The workload variable has a regression coefficient value of 0.218 has a unidirectional effect, which means that every addition or increase in the value of one unit of workload variable score will increase the performance value of labuhanbatu district disdukcapil employees by 0.218 per one unit score.

#### **3.4 The Effect of Communication on Performance**



Communication variables have a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. Communication variables have a regression coefficient value of 0.025 has a unidirectional influence, which means that every addition or increase in the value of one unit score of the communication variable will add to the performance value of the Labuhanbatu Regency Disdukcapil by 0.025 per one unit score.

### **3.5 The Effect of Work Motivation on Performance**

The variable of work motivation has a positive and significant effect on employee performance in the Labuhanbatu Regency Disdukcapil. The work motivation variable has a regression coefficient value of 0.149 has a unidirectional influence which means that every addition or increase in the value of one unit score of the work motivation variable will increase the performance value of labuhanbatu district disdukcapil employees by 0.149 per one unit score.

### **3.6 Effect of Workload on Performance through Work Motivation**

Based on the results of the sobel test calculation, it is known that the t value is 27,085, so that the calculated t value of 27,085 > t table 3,209 is obtained, it can be concluded that the work motivation variable is able to mediate the relationship of the influence of workload on performance. And based on the path analysis, it is known that the magnitude of the effect of workload (X1) on the performance (Y) of employees of the Labuhanbatu Regency Disdukcapil is 22%, which consists of a direct influence of 21.8% and an indirect influence of workload (X1) on performance (Y) through work motivation (Z) of 0.2%.

### **3.7 The Effect of Communication on Performance through Work Motivation**

Based on the results of the sobel test calculation, it is known that the t value is 12,985, so that the calculated t value of 12,985 > t table 3,209 is obtained, it can be concluded that the work motivation variable is able to mediate the relationship of the influence of communication on performance. And based on the path analysis, it is known that the magnitude of the influence of communication (X2) on the performance (Y) of Labuhanbatu Regency Disdukcapil employees is 5.8%, which consists of a direct influence of 2.5% and an indirect influence of communication (X2) on performance (Y) through work motivation (Z) of 3.3%. The results of this calculation show that the direct influence of communication (X2) on performance (Y) is smaller than the indirect influence. Thus it can be said that the influence of communication (X2) will be greater in improving performance (Y) if it is done through work motivation (Z).

#### 4. Conclusion

- a. Workload has a positive and significant effect on work motivation in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that the level of employee workload can affect employee motivation.
- b. Communication has a positive and significant effect on work motivation in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee communication can affect employee work motivation.
- c. Workload has a positive and significant effect on performance in Labuhanbatu Regency Disdukcapil. This means that this condition proves that workload levels can improve performance.
- d. Communication has a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that employee communication can improve employee performance.
- e. Work motivation has a positive and significant effect on performance in the Labuhanbatu Regency Disdukcapil. This means that this condition proves that providing motivation to employees can improve performance.

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