

The Effect of Workload and Compensation on Motivation and the Implication on Employee Performance of Directorate General of Postal Devices and Resource and Informatics Ministry of Communication and Informatics Republic of Indonesia

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Abstract:- The purpose of this study is to understand and explain the effect of workload and compensation on motivation and its implications on employee performance of the Directorate General of Postal Devices and Resource and Informatics (DGPDR), Ministry of Communication and Informatics, Republic of Indonesia.

The research method used a quantitative approach, which the population in this study was 1255 employees of the DGPDR. Sample selection was done by simple random sampling technique (Slovin 10% error tolerance) so that 95 respondents were determined.

Data collection techniques using interview and questionnaire. The questionnaire survey instrument was delivered randomly to employees of the DGPDR. Data were analyzed by using structural equation model (SEM) with the Smart PLS3.0 software program.

This study reveals that workload, compensation and motivation have a significant positive effect on employee performance, both partially and simultaneously. Besides that, the motivation partially mediate variable of the workload variables and compensation on employee performance and has a significant effect.

Keywords:- Workload, Compensation, Motivation and Employee Performance.

I. INTRODUCTION

Law of Republic Indonesia No. 5 of 2014 concerning the State Civil Apparatus (ASN) confirms that the ASN consisting of Civil Servants and Government Employees with Employment Agreements (PPPK) as a profession has the obligation to manage and develop themselves, must be accountable for their performance, prioritize achievement of results and encourage employee performance and applying the merit principle in the implementation of ASN management as part of the basic value of ASN.

Based on Government Regulation of Republic Indonesia Number 46 of 2011 concerning Civil Servants' Work Achievements, it is explained that work performance is the work achieved by civil servants in organizational units in accordance with employee work goals and work behavior. Job performance assessment consists of elements of employee performance target (EPT) with a weight of 60% and work behavior with a weight of 40%.

Ministry Communication and Informatics consists of 3,086 employees (as of October 2018) spread in 7 (seven) units namely the Secretariat General, Directorate General Postal Devices and Resource and Informatics (DGPDR), Directorate General of Post and Information Technology, Directorate General Informatics Application, Directorate General of Information and Public Communication, Inspectorate General and Agency for Research and Development of Human Resources.

Based on data on employee work performance in 2016 and 2017 there are 6 (six) of the 7 (seven) units the number and trends of employees whose work performance is worth below 76 or below the "Good" category decreases, among others, the Secretariat General decreases by 0.55%, Inspectorate The general decreased 2.6%, the Directorate General of Informatics Applications decreased 3.65%, HR R & D Agency decreased 1.39%, the Directorate General of Post and Information Services decreased 1.18%, and the Directorate General of Information and Public Communication decreased 0.85% , while for the

Directorate General Postal Devices and Resource and Informatics, the number increased by 12 (twelve) employees and the trend increased by 0.54%.

The increasing number and trends of employees whose work performance is worth below 76 or under the "Good" category indicates that there are still problems related to the performance of employees in the Directorate General Postal Devices and Resource and Informatics.

Based on the results of interviews with the Head of the Personnel Subdivision, the Secretariat of the Directorate General Postal Devices and Resource and Informatics, it can be seen that there are staffing problems faced by the Directorate General Postal Devices and Resource and Informatics, such as lack of employees so that the distribution is uneven and excessive workload occurs in some employees and there are several additional tasks that have an effect on the achievement of the performance of the main tasks of employees that have been set at the beginning of the year in the employee performance target (EPT). And based on employee permit data shows that there is an increase in the number of employees who are licensed on weekdays at the Directorate General Postal Devices and Resource and Informatics a number of 619 (six hundred and nineteen) permits or an increase of 49.13% between 2016 and 2017. indicates that there is a decrease in employee work motivation of the Directorate General Postal Devices and Resource and Informatics.

In addition to the performance and permit issues of employees, in the last 2 (two) years the number of employees of the Directorate General Postal Devices and Resource and Informatics was subject to heavy disciplinary penalties for violating the code of ethics, namely committing the most corruption cases with 9 (nine) employees. This indicates that there are problems related to income earned during work so that these employees commit corruption to meet the needs of employees.

To convince the factors that affect the performance of the staff of the DGPDR (is the Workload, Compensation and Motivation, the authors conducted a pre-questionnaire as the pilot test that should be filled by 40 employees. Based on the results of the pre survey above, it is known that the 3 biggest factors that affect employee performance are workload (67.5%), compensation (67.5%), and motivation (60%).

Based on the information described above, the researcher needs to conduct research with the theme "The Effect of Workload and Compensation on Motivation and Its Implementation on Employee Performance of the Directorate General Postal Devices and Resource and Informatics, Ministry of Communication and Informatics".

II. THEORETICAL REVIEW

A. Workload

Workload is identical to pressure or pressure so that the workload is the same as a pressure that arises where someone does his job. Gibson and Ivancevich (in Andina 2010: 18), explain: "Pressure as a response that can adjust, which is influenced by individual differences and or psychological processes, namely a consequence of each external action (environment, situation, events that too much psychological and physical demands on someone)".

According to Sugiyanto (in Andina, 2010: 18) the workload contains the concept of "basic energy use and available reserve energy". The task is seen as heavy (overload) if the main energy has been used up and still has to use reserve energy to complete the task. Conversely, a task is seen as light (underload) if the main energy is still abundant after the task is completed.

According to Ruth Chaterina (2014: 18) workload measurements can be done using the SWAT method (Subjective Workload Assessment Technique) which was first developed by Gary Reid of the Human Engineering Division at Armstrong Laboratory, Ohio USA. The SWAT method will describe the human work system consisting of three dimensions of workload size that are associated with performance, namely:

➤ Time load

Showing the amount of time available in planning, implementing and monitoring tasks or work.

➤ Mental Effort Load

The amount of mental effort in carrying out a job.

➤ Psychological Pressure Load (Psychological Stress Load)

Showing the level of work risk, confusion, and frustration.

Based on the above definitions, it can be seen that the definition of workload is related to 4 (four) aspects, namely:

- Aspects of tasks that must be done.
- An aspect of a person or group of people working on these tasks.
- The aspect of time used to carry out these tasks.
- Aspects of normal conditions / conditions when the tasks are done.

B. Compensation

Werther and Davis in Suwatno (2011: 197) argue that compensation is something that is received by a worker in return for his work, either periodic wages or periodic salaries designed and managed by the personnel department. According to Sikula (2009: 118) states that compensation is anything that is constituted or considered as an equivalent remuneration.

According to Dessler (2015: 417), there are 2 (two) dimensions in compensation, namely direct financial compensation and indirect financial compensation. Forms of compensation such as salaries, wages and incentives are included in direct financial compensation, considering that this is paid by the company as a consequence of its position as an employee who contributes energy and mind in achieving company goals.

Furthermore, there is indirect financial compensation which is additional compensation given based on company policy on all employees in an effort to improve the welfare of employees, including facilities, insurance, allowances, pensions, and so on.

According to Kadarisman (2012: 91), compensation is one of the functions of Human Resource Management (HRM) that deals with all types of individual awards in exchange for carrying out organizational tasks. Compensation is the main cost of expertise or employment and loyalty in organizational activities.

With regard to this, providing appropriate compensation can provide benefits to employees, because it can produce high employee performance. With the existence of a compensation program that is felt fair, employees can improve their performance.

C. Motivation

Motivation can be interpreted and interpreted differently by each person according to the place and situation of each person and adapted to the development of human civilization. But in terms of taxonomic aspects, motivation comes from the Latin word "movere" which means to move. According to Winardi, (2010: 1), the term motivation comes from Latin words, namely movere which means "move" (to move). Thus etymologically, motivation is related to things that encourage or move someone to do something. Harold Koontz and Heinz Weihrich in Ndraha (2013: 145) also expressed their opinions about motivation as follows:

"Motivation is a general term, the desire, needs, wishes and similar forces. To say, the managers motivated their subordinates to say that they do things that they hope will satisfy these drives and desires.

According to Vroom in Ndraha (2013: 147) argues that Motivation is a product of three factors, Valence (V), shows how strong a person desires to get a reward, for example if the person is most coveted at a promotion, then that means for him occupy the highest valence; Expectancy (E), shows the possibility of work success (performance probability). Probability moves from 0 (zero, no hope) to 1 (one, full of hope). Instrumentality (I), indicates the possibility of receiving a reward if the work is successful.

Herzberg in Maya Andriani (2017: 86), separates two categories of motivational factors, namely:

➤ Factor "Motivational"

This motivator factor can spur someone to work better and more passionately. These categories include: recognition from others, opportunities for achievement, challenges and responsibilities. The fulfillment of this factor causes people to feel satisfied, but if it is not fulfilled, it will not cause excessive dissatisfaction.

➤ Factor "Hygiene"

The existence of this factor will not increase motivation, but this factor if there is none will lead to dissatisfaction. Included in these factors include salary, supervision, relations between workers, working conditions. These factors act as a deterrent to dissatisfaction.

D. Employee Performance

Mangkunegara (2011: 67) defines performance (work performance) as follows: "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". Meanwhile Bernardin and Russel in Hasibuan (2011: 379), said that "Employee performance depends on ability, work effort and employment opportunities assessed from output". Timpe (2011: ix), argues that performance (work performance) is: "The level of individual performance, namely the desired results of individual behavior.

Donnelly, Gibson and Ivancevich in Rivai and Sagala (2014: 25) state that performance refers to the level of success in carrying out tasks and the ability to achieve the stated goals. Performance is stated as good and successful if the desired goals are achieved well. Hersey and Blanchard (2011: 179) define performance as the results that have been achieved by someone using certain media. This definition emphasizes that an employee cannot succeed in achieving his performance without the help of a media in the form of other means that affect him both intrinsically and extrinsically.

According to Timpe in Sofyan (2014: 9), a person's performance can be influenced by internal factors and external factors, namely:

➤ Internal factors

Internal factors are factors that come from within the employee itself, such as attitudes, behavior, and ability of employees can affect the performance of everyday employees.

➤ External Factors

External factors are factors that originate from the employee environment. This factor can affect the skills and motivation of employees.

For Civil Servants (PNS), performance appraisal is regulated in Government Regulation Number 46 of 2011 concerning Civil Servants Job Performance Assessment, aiming to guarantee the objectivity of PNS development

based on work performance systems and career systems that focus on the work performance system.

Employee Performance Target (EPT) assessment covers aspects of quantity, quality, time, and / or in accordance with the characteristics, characteristics, and types of activities in each work unit. Quantity aspects include the percentage of output realization divided by the output target. Quality aspect is the realization percentage of quality per quality target. The evaluation aspect of the percentage of realization time is divided by the target time. The cost aspect is the percentage of the cost plan divided by the target cost. Each agency in preparing and setting technical standards for activities in accordance with the characteristics, characteristics, types of activities, and their respective task needs. Assessment of work behavior

includes aspects: service orientation, integrity, commitment, discipline, cooperation, and leadership.

E. Theoretical Framework

Kusuma Wardhani (2017) reveal that workload has a positive impact on motivation and Benish Shabbir and Raza Naqvi SMM (2017), and James Avoka Asamani, Ninon P Amertil, Margaret Chebere (2015) reveal that workload has a positive impact on employee performance. Mwangi (2014) and Larbi (2014) reveal that compensation gives a positive impact on motivation and organizational commitment. Besides it, Other previous researches reveal that motivation has a positive impact on employee performance (Onanda (2015) and Elizabeth Wairimu Waiyaki (2017).

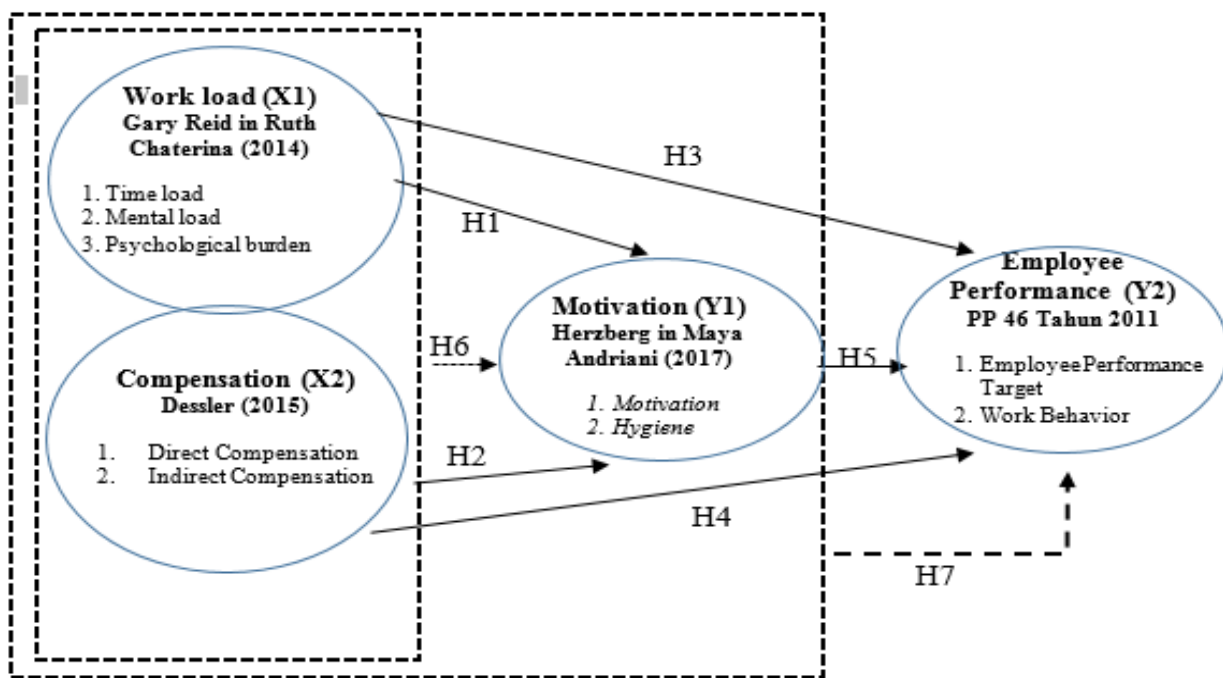


Fig 1:- Inter-Variable Relationship Model

F. Hypotheses

The hypotheses of this research are as follows:

- H1: Workload has a significant effect on motivation.
- H2: Compensation has a significant effect on motivation.
- H3: Workload has a significant effect on employee performance.
- H4: Compensation has a significant effect on employee performance.
- H5: Motivation has a significant effect on employee performance.
- H6: Workload and compensation simultaneously have a significant effect on motivation.
- H7: Workload, compensation and motivation simultaneously have a significant effect on employee performance.
- H8: Motivation mediates workload and compensation on employee performance.

III. RESEARCH METHODOLOGY

The type of research used is quantitative research using primary data in the form of surveys. To get complete, relevant and complementary data, in addition to the primary data in the form of surveys, researchers use secondary data in the form of performance scores of civil servants (PNS), the number of employee permits in 2 (two) years and the number of severe disciplinary penalties due to criminal acts corruption as well as the results of interviews with staff officials within the Directorate General Postal Devices and Resource and Informatics(DGPDR), Ministry of Communication and Information. This research was designed with the aim to be able to understand, explain and analyze the correlation between independent variables on the dependent variable.

The details of the variable are measured through dimension and indicator. The number of items is provided in Table 1. The independent variable (exogenous) that measured by Likert scale are compensation (X1) and

leadership (X2), while the dependent variable (endogenous) are organizational commitment (Y1) as well as mediation variable and turnover intention (Y2).

Variable	Dimension	Indicator	No. Item		
Workload <u>Gary Reid in Ruth Chaterina (2014)</u>	(X1) Time Load	<u>Time of work planning</u>	1		
		<u>When completing work</u>	2		
		<u>Time of monitoring work</u>	3		
	2) <u>Mental Load</u>	a) <u>Ability to think</u>	4		
		b) <u>Level of accuracy</u>	5		
		c) <u>Decision-making</u>	6		
	3) <u>Psychological Burden</u>	a) <u>Comfort</u>	7		
		b) <u>Risk level</u>	8		
		c) <u>Despair</u>	9		
Compensation <u>Dessler, (2015)</u>	(X2) 1) Direct Compensation	a) <u>Salary</u>	10		
		b) <u>Remuneration</u>	11		
		c) <u>Honor</u>	12		
		d) <u>Money for Food</u>	13		
		e) <u>Money for Transportation</u>	14		
	2) Indirect Compensation	a) <u>Health benefits</u>	15		
		b) <u>Child / wife benefits</u>	16		
		c) <u>Housing allowances</u>	17		
		d) <u>Holidays allowance</u>	18		
		e) <u>Retirement benefits</u>	19		
		f) <u>Money for children entering school</u>	20		
		Motivation (Y1) Herzberg in Maya <u>Andriani (2017)</u>	Motivational	a) <u>Achievement</u>	21
				b) <u>Progress</u>	22
				c) <u>The work itself</u>	23
d) <u>Recognition</u>	24				
e) <u>Development</u>	25				
2) <u>Hygiene</u>	Hygiene	a) <u>Policy and administration of the workplace</u>	26		
		b) <u>Relationships with coworkers</u>	27		
		c) <u>Relationships with superiors</u>	28		
		d) <u>Security</u>	29		
		e) <u>Salary</u>	30		
		f) <u>Working conditions</u>	31		
Kinerja (Y2) PP 46 Tahun 2011 and Perka BKN 1/2013	Employee Performance Target	a) <u>Quantity of work</u>	32		
		b) <u>Quality of work</u>	33		
		c) <u>Accuracy of work completion</u>	34		
		d) <u>Cost efficiency</u>	35		
	Work Behaviour	a) <u>Service orientation</u>	36		
		b) <u>Integrity</u>	37		
		c) <u>Commitment</u>	38		
		d) <u>Discipline</u>	39		
		e) <u>Cooperation</u>	40		

Table 1:- Variable Measurement

A. Population And Sample

Determination of the sample in this study using the Slovin formula with a percentage of errors of 10%. The population in this study was 1255 employees and to find out the research sample, with the following calculations:

$$n = \frac{1255}{1 + 1255(0,1)^2}$$

n = 92,619 set to 95

While for the sampling technique used is Probability Sampling, with a type of simple random sampling.

B. Method Analysis

This research applied the analysis data techniques by utilizing SmartPLS version 3.2.7 and being run by computer. Partial Least Square (PLS) is a structural equation model (SEM) analysis by using its variant simultaneously to test measurement model as well as structural model. Measurement model is utilized to run validity and reliability test, while structural model is utilized to run causality test (hypotheses test my using prediction model). Through PLS approach, it assumes that all the variances could be used to explain the data analysis technique in the research and it is divided into two, such as:

- Descriptive statistic analysis is an empirical analysis that describe any information that obtained to figure or explain certain cases (who/what, when, where, how, and how many) and its is collected in the research (Supranto:2012). Those data are from the respondents' answers for the items on the questionnaire. Researchers will process the acquired data by separating it into categories, do the tabulation and explain afterwards.
- Inferential statistic analysis is a statistic technique that will be used to analyze data sample and the results will be used for the population (Sugiyono:2009). Along with the hypotheses, thus the inferential statistic data analysis in this research will be using SmartPLS software (Partial Least Square) for its outer model, inner model and hypotheses measurements.

IV. RESULTS AND DISCUSSIONS

Data analysis results are prepared descriptively from each obtained variable. This research acquired 95 employee/civil servant respondents of DGPDR, Ministry of communication dan Informatics. Based on the results, there are 27 female employees with the percentage for 28.42%, while 68 male employees with the percentage for 71.42%. Based on the education background, there 23 employees senior high school with 24%, there are 6 employees with 6% who acquired D3, 33 employees or 35% who acquired S1, and there are 33 employees who acquired S2 with 35% among all. Additionally, based on working experience, the highest number is with a tenure of more than 10 years, which is equal to 64 employees.

Descriptive statistic analysis is used to understand the tendency of questionnaire's answer or how far the response of respondents based on the category choices by using likert scale from the scale of 1 (totally disagree) until 5 (totally agree) for each statement of variables. Based on the collected data, it is then tabulated to know the answer's distribution from each indicator for each research variable and the results indicates as follows :

- Workload variables have an average of 3.46. This shows in general that the workload felt by DGPDR employees is sufficient in accordance with the tasks and functions but can still be improved again.
- Compensation variable has an average of 3.39. This shows in general that the role of compensation felt by employees of the DGPDR is sufficient but still needs to

be improved so that employees are more prosperous and have a positive impact on the organization.

- Motivation variables have an average of 3.33. This shows that the motivation of the employees of the DGPDR is quite good but needs to be improved.
- Performance variables have an average value of 3.36. This shows that the performance of the DGPDR employees has not been good or that the average is good enough so that it needs to be improved again.

The measurement of evaluation model (outer model) is executed to understand the validity and reliability that connect among indicators with the latent variable. Convergent validity test is executed by investigating the reliability of individual item, internal consistency, or construct reliability, and average variance extracted. Convergent validity evaluation from the investigation of individual item reliability could be measured from the value of standardized loading factor. Standardized loading factor assesses the correlation between each item of indicator with its construct. Loading factor value that applied in this research is > 0.5, hence if the loading factor value is < 0.5 on the calculation model result (outer model) it will be excluded from the model, and the results is all Indicator from each workload variable, compensation variable, motivation variable and employee performance variable indicates loading factor value for > 0.50. This result revealed that all indicator are valid and will be used in this research or are not being excluded from the model.

Convergent validity evaluation from the investigation of Average Variance Extracted (AVE) describe the amount of variant or variant of manifest variable that could be possessed by its latent construct. The greater variant of manifest variable that could be possessed by its latent construct, the greater representation of manifest variable to the latent construct. Convergent validity evaluation from the investigation of Average Variance Extracted (AVE) could be measured from its AVE value based on the data tabulation with SmartPLS version 3.2.7.

Variable	Nilai Average Variance Extracted (AVE)
Work load	0.766
Compensation	0.814
Job Satisfaction	0.797
Employee Performance	0.786

Table 2:- The Mean Value of Average Variance Extracted (AVE) for Each Variable

Based on the table above, it reveals that all the variables have > 0.50 of AVE value. Convergent validity evaluation from the investigation of internal consistency reliability could be measured from the value of Cronbach's Coefficient Alpha and Composite Reliability (CR) that provided on table below. The table provided is a result of SmartPLS version 3.2.7.

Variable	Cronbach's Coefficient Alpha	Composite Reability (CR)
Work load	0.961	0.967
Compensation	0.971	0.975
Job Satisfaction	0.973	0.977
Employee Performance	0.971	0.975

Table 3:- Cronbach's Coefficient Alpha dan Composite Reliability (CR) Value

Based on table above, it reveals the value of Cronbach's Coefficient Alpha for carrer development, compensation, job satisfaction and organizational commitment more than 0.6 or even close to 1 and its Composite Reliability (CR) value is more than 0.7. This value is more than the standard, each of it are > 0.6 and > 0.7, and hence all the variables in this research are reliable. For the structural model evaluation (inner model) or hypothesis test in this research is proceed on several steps, such as evaluating path coefficient value, R2 value evaluation, effect size f2 measurement, validate the entire structural model by using Goodness of Fit Index (GoF), as well as execute predictive relevance test (Q2). Meanwhile, based on SmartPLS version 3.2.7 calculation using bootstrapping and it reveals the result for path coefficient that explain the relationship between construct/variable as shown on table below:

	Original Sample (O)	T Statistik (O/STDEV)	P Values
Work load (x1) -> Motivation (y1)	0.250	3.141	0.002
Work load (x1) -> Employee Performance (y2)	0.204	2.746	0.006
Compensation (x2) -> Motivation (y1)	0.628	8.740	0.000
Compensation (x2) -> Employee Performance (y2)	0.470	5.050	0.000
Motivation (y1) -> Employee Performance (y2)	0.312	3.497	0.001

Table 4:- Path Coefficient Test Result

To evaluate the value of R2 based on the calculation results using calculate SmartPLS version 3.0 algorithm, the R2 value is 0.699 for the motivation variable and 0.844 for the performance variable. The value of R2 shows that the level of determination of exogenous variables (workload and compensation) towards the endogenous is quite high.

Simultaneous influence of work load and compensation to motivation (MOT) could be measured through f statistic by using the equation:

a. $R^2 = 0,699$ (MOT)

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

$$F \text{ statistic} = \frac{\frac{0,699}{(4-1)}}{1-0,699/(95-4)}$$

F statistic = 0.233 / 0.0032

F statistic = 72.81

The simultaneous effect of workload variables, compensation and motivation on employee performance (EP) can be done by statistical f / statistical statistics using the formula below.

b. $R^2 = 0,844$ (EP)

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

$$F \text{ statistic} = \frac{\frac{0,844}{(4-1)}}{1-0,844/(95-4)}$$

F statistic = 0.28 / 0.0017

F statistic = 164.7

Significant test results are simultaneously used to test hypotheses 6 and 7 in this study. The value of the F statistic in this study is 72.81 and 164.7 F table values at alpha 0.05 are 2.70. This means f statistic > f Table (2.70), then H6 and H7 are accepted.

Effect size f 2 measurement is also conducted to know the impact of exogeneous variable to endogen variable or to know the model fitness. The value for 0.02 indicates has weak impact, 0.15 has moderate impact, and 0.35 has strong impact. The results of effect size value (f square) are: 1) f square value of work load to motivation is 0.084. It reveals that work load has weak impact on the structural level; 2) f square value of compensation on motivation is 0.528 that proved a strong impact to the structural level; 3) f square value of work load to employee performance is 0.099 that proved a weak impact of work load to the structural level; 4) f square value of compensation on employee performance is 0.373 that reveals strong impact of compensation to the structural level; 5) f square of motivation to employee performance is 0.188 that reveals a weak impact of motivation to the structural level.

To validate the entire structural model with Goodness of Fit index (GoF) is to validate the composite performance of outer model and inner model that obtained from the calculation as follows:

$$GoF = \sqrt{AVE \times R^2} ; GoF = \sqrt{0.79 \times 0.295} ; GoF = \sqrt{0.233} ; GoF = 0.483$$

Where: AVE (mean AVE for entire variables) = 0.79; R square = (0.699 x 0.844) / 2 = 0.295.

The result of Goodness of Fit Index (GoF) indicates amounted 0.483 (large scale). Based on that result, it can be concluded that both models are very good since the value of GoF is greater than 0.36 (large scale of GoF). Besides, predictive relevance (Q2) test is also being tested to validate the model with the results as follows:

$$Q2 = 1 - (1 - R12) (1 - R22) ; Q2 = 1 - (1 - 0,699) (1 - 0,844); Q2 = 0.953$$

The result reveals that Q 2 value is 0.953. In this research model, the endogenous variable has Q 2 value that greater than 0 (zero) and hence its exogeneous variable could predict the endogenous variables in which organizational commitment. In the other words, this proves the model has quite better predictive relevance.

Hypotheses test about the impact of exogeneous variable; work load (ξ1), compensation (ξ2) to the endogenous variable of motivation (η1) both partially and simultaneously as well as work load (ξ1), compensation (ξ2), and motivation (η1) to the endogeneous variable of employee performance (η2), and the following content is regarding the effect of mediator or mediator effect of motivation.

	T Statistik (O/STDEV)	T Tabel	P Values
Work Load (x1) -> Motivation (y1)	3.141	1.662	0.002
Work Load (x1) -> Employee Performance (y2)	2.746	1.662	0.006
Compensation (x2) -> Motivation (y1)	8.740	1.662	0.000
Compensation (x2) -> Employee Performance (y2)	5.050	1.662	0.000
Motivation (y1) -> Employee Performance (y2)	3.497	1.662	0.001

Table 5:- The Impact of Independent Variables to the Dependent Variable partially

	R square	F Stat	F Table	Conclusion
(WL, COM) -> MOT	>0.699	72.81	2.7	FStat > FTable (H6 accepted)
(WL, COM, MOT) -> EP	0.844	164.7	2.7	FStat > FTable (H7 accepted)

Table 6:- The Impact of Independen Variables to the Dependent Variable Simultaneously

	Original Sample (O)	T Statistik (O/STDEV)	T Table	P Values
Workload (x1) -> Motivation (y1) -> Employee Performance (y2)	0.078	2.165	1.662	0.031
Compensation (x2) -> Motivation (y1) -> Employee Performance (y2)	0.196	3.147	1.662	0.002

Table 7:- Indirect effect (indirect effect) Independent Variables Against Dependent Variables

The statistic results are provided on the table above for structural model with the hypothes as follows:

- Hypothesis 1 – work load has effect to the Motivation. Path coefficient obtained for 0.250 and H1 is accepted (p < 0.05) which means that Work load has significant effect to the Motivation;
- Hypothesis 2 – Compensation has effect to the Motivation. Path coefficient is obtained for 0.628 and p value for 0.000. Thus, H2 is accepted (p < 0.05) and it proves that compensation has positive effect and significant to the Motivation;
- Hypothesis 3 – Work load has effect to the employee performance and the path coefficient is obtained for 0.204 with the p value for 0.006. Therefore, H3 is accepted (p < 0.05). Work load has significant effect to the employee performance;
- Hypothesis 4 – Compensation has effect to the employee performance. 0.470 is obtained for the path coefficient with the p value for 0.000.
- Hence, H4 is accepted (p < 0.05), it means that compensation has significant effect to the employee performance;
- Hypothesis 5 – Motivation has effect to the employee performance and the path coefficient is obtained for 0.312 with the p value for 0.001. Therefore, H5 is accepted (p < 0.05). Motivation has significant effect to the employee performance;
- Hypothesis 6 - work load and compensation has effect to the Motivation. These variables have (R2) for 0.699

with f statistic value 72.81 and f table on alpha 0.05 is 2.70. This result indicates that f statistic (72.81) > f table (2.70), hence H6 is accepted and H0 is rejected. In short, it could be concluded that hypothesis 6 is proved as work load and compensation have positive effect and significant to the motivation;

- Hypothesis 7 – Work load, compensation and Motivation have effect to the employee performance. The (R²) value for work load, compensation, and Motivation is 0.844 with the f statistic for 164.7 and f table of alpha for 0.05 is 2.70. The result reveals that f statistic (164.7) > f table (2.70), hence H7 is accepted and H0 is rejected. In the other words, it proves that work load, compensation, and Motivation have significant effect to the employee performance;
- Hypothesis 8- path coefficient hypothesis between workload or compensation and employee performance from direct effect to indirect effect, the value drops, then H0 is accepted and H8 is rejected

In order to measure the correlation between dimensions of variable X with the dimensions of variable Y1 and Y2 as well as on variable Y1 with the dimensions of variable Y2, correlation analysis among dimensions is conducted.

Variable	Dimension	Motivation (Y1)		Employee Performance (Y2)	
		Y1.1	Y1.2	Y2.1	Y2.2
Work load (X1)	Time Load	0.029	-0.032	0.235	0.257
	Mental Load	0.347	0.455	0.053	0.026
	Psychological Burden	0.091	-0.145	0.124	-0.046
Compensation (X2)	Direct Compensation	0.639	0.667	0.359	0.524
	Indirect Compensation	-0.138	0.103	0.093	0.027

Table 7:- Matrix Correlation Results among Independent Variable Dimensions and Dependent Variable

Variable	Dimension	Employee Performance (Y2)	
		Y2.1	Y2.2
Motivation (Y1)	Motivational	-0.084	-0.039
	Hygiene	0.350	0.347

Table 8:- Matrix Correlation Results among Dependent Variable Dimensions and Its Dependent Variable

The table 8 can be summarized as follows:

- In the workload variable on the motivation variable, the highest dimension correlation is the mental burden on the hygiene dimension, amounting to 0.455. While the lowest dimensional correlation in this variable is the dimension of time load on motivation, which is equal to -0.029.
- In the workload variable on the performance variable, the highest dimension correlation is the time load on the dimensions of work behavior, amounting to 0.257. While the lowest dimension correlation in this variable is the dimension of mental burden on the dimensions of employee work behavior, which is equal to -0.026.
- In the compensation variable for the variable motivation, the most important dimension correlation is the effect of direct financial compensation on hygiene dimensions, amounting to 0.667. While the lowest dimensional correlation in this variable is the indirect financial compensation dimension for hygiene, which is equal to -0.103.
- In the compensation variable for the performance variable, the highest dimension correlation is direct financial to the dimensions of work behavior, amounting to 0.524.
- In the motivation variable on the performance variable, the highest dimension correlation is hygiene towards the dimensions of the employee's work target, amounting to 0.350.

The results of this study indicate that workload and compensation have a significant positive effect on motivation and performance. If workload and compensation are mediated by variable motivation, the effect becomes very significant on performance. In addition, motivation also has a significant positive effect on performance.

Furthermore, the discussions and interpretations based on the variables that related to the theory as well as review are as follows:

➤ *Effect of Workload on Motivation (Hypothesis 1)*

From the results of the study, it is known that workload has a positive and significant effect on work motivation, the more appropriate the workload with the ability of employees, the higher the motivation of employee work, and vice versa.

Aamound in Budiman Sianturi (2017: 4) suggests that: if the employee lives the work as a workload so that the employee experiences tension in the work because his ability is not in accordance with the demands of the organization, this will have an impact on the behavior displayed by employees, namely ineffective behavior at work, like being lazy, avoiding tasks or low motivation.

➤ *Effects of Compensation on Motivation (Hypothesis 2)*

From the results of the study, it is known that compensation has a positive and significant effect on work motivation, the greater the compensation given by agencies to employees, the higher the employee's work motivation, and vice versa.

Kadarisman (2012: 49) in Ganjar (2018) suggests that compensation is an award given to employees fairly and properly for work performance and services that have been spent on organizational goals in order to achieve organizational goals.

➤ *Effect of Workload on Performance (Hypothesis 3)*

Workload had a positive and significant effect on performance, the more appropriate the workload with the ability of employees, the higher the performance of employees, and vice versa.

➤ *Effects of Compensation on Performance (Hypothesis 4)*

Compensation has a positive and significant effect on employee performance, the greater the compensation given by agencies to employees, the higher the performance of employees, and vice versa.

➤ *Effects of Motivation on Performance (Hypothesis 5)*

Motivation had a positive and significant effect on performance, the higher the employee's work motivation, the higher the employee's performance, and vice versa.

➤ *Effects of Workload and Compensation on Motivation (Hypothesis 6)*

Workload and compensation variables simultaneously had a significant effect on the motivation variable with the influence of simultans at 69.9%, while the remaining 30.1% motivation of the DGPDR employees was influenced by other factors outside of workload and compensation

➤ *Effects of Workload, Compensation, and Motivation on Performance (Hypothesis 7)*

Motivation, workload and compensation variables simultaneously had a significant effect on the motivation variable with a simultaneous influence of 84.4%, this indicates that 84.4% of the variance in the performance of DGPDR employees was influenced by workload, compensation and motivation, while the rest 15.6% of the performance of DGPDR employees is influenced by factors outside of workload, compensation and employee motivation.

➤ *Motivation to Mediate Workloads and Compensation for Performance (Hypothesis 8)*

The path coefficient value of the direct effect of workload on performance 0.204> path coefficient value of indirect workload influence on performance is 0.078, workload on performance is not mediated by motivation variables and path coefficient values direct effect of compensation on performance 0.470> indirect influence path coefficient value compensation for performance is 0.196, compensation for performance is not mediated by motivational variables.

V. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion in the previous chapters, some conclusions can be stated as follows:

- Workload has a significant positive effect on motivation, with the most influential dimensions of mental burden.
- Compensation has a significant positive effect on motivation, with the direct financial compensation dimension that has the most influence.
- Workload has a significant positive effect on performance, with the most time-consuming dimensions of load time.
- Compensation has a significant positive effect on performance, with the direct financial compensation dimension being the most influential.
- Motivation as a mediator in this study has a significant effect on employee performance.
- Workload and compensation together have a significant positive effect on motivation.
- Workload, compensation and motivation simultaneously have a positive and significant influence on performance.
- Motivation does not mediate workload and compensation for performance and has a significant effect.

Based on the discussion and conclusions above, researchers would give several recommendations for the future research, those are:

- Capacity building programs need to be made in which there are mind management programs and motivations for civil servants so that employees are more resistant to jobs that require alertness, priority scale, planning, and quick completion.
- Internalization of ministry values, especially professional values, is revealed to be the work culture of employees so that employees are accustomed to jobs that have excessive mental burdens.
- It is necessary to create a routine motivation program for employees that aims to foster more morale from within employees.
- Evaluate the salary, remuneration, honorarium, food allowance and transport provided to employees at the DGPDR.

- Based on the results of the evaluation, adjusting salaries and remuneration for employees who perform well and very well so that work motivation and performance can continue to be maintained and even improved and become a driving factor for employees who are less motivated and perform in order to increase their motivation and performance.
- Internal regulations need to be made that regulate the provision of bonuses in the form of increasing direct compensation for civil servants of the Ministry of Communication and Informatics Technology because there are currently no rules that facilitate these conditions.

Expectations from the authors so that further research can dig deeper into the variables that affect performance. The significance of the influence of motivation as a mediator on the performance encountered in this study opens up the possibility of other influences of motivation on other variables.

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