

Factors Affecting Employment Motivation and Performance of Employees in the Department of Population and Civil Registration

A. A. A. Raka Suarningsih
Universitas Terbuka, Indonesia

A. A. Dwi Widyani
Universitas Mahasaraswati, Indonesia

A. A. Ketut Budiastra
Universitas Terbuka, Indonesia

ABSTRACT

Public service employee are required to provide good performance to people who need population administration services. This study aimed to analyze the factors that influence work motivation and official employee performance. This study used a sample of 108 state civil servants through the purposive sampling technique at the Department of Population and Civil Registration. The exogenous variables in this study are incentives and workload, while the endogenous variables are work motivation and employee performance. The measurement of the variables was carried out using a Likert scale. Path Analysis did data analysis with a multiple linear regression approach. The study results indicate a direct and positive, and significant effect between the incentive variables and employee work motivation, workload and employee work motivation, incentives and employee performance, workload and employee performance, and work motivation and employee performance. This effect can be shown by the coefficient values of 0.154, 0.132, 0.145, 0.126, and 0.529. The results of this study support that the incentive factors and workload are given to employees can improve the performance of the Population and Civil Registration Service employees. Clarity and openness to sources of motivation need to be done to support employee performance. Research provides recommendations on the importance of attention to improve employee professionalism so that employees will be able to perform well.

Keywords: incentives, workload, work motivation, employee performance

INTRODUCTION

Human resources are one of the essential resources in an organization or company because they are a source of driving the achievement of organizational goals [1]. The leadership of the organization/company needs to give good attention to achieve harmony between the goals of the employees working with the goals of the organization/company [2]. The reciprocal relationship between the company and human resources can be done by providing adequate compensation to employees. This compensation is an award given to employees for their performance in achieving company goals. This compensation can be in the form of financial or

non-financial, which is given relatively to all employees for their performance in achieving organizational/company goals [3]. Financial compensation can be salaries, benefits, bonuses (incentives), and commissions. In contrast, non-financial forms of compensation can include rewards for performance, training, responsibility, authority, and a supportive work environment [4]. The employee's compensation depends on the size of the employee's performance provided by the employee. Employees will be enthusiastic about working if the compensation received is following expectations. It becomes one of the main things that need attention from the leadership of the organization/company.

The incentive variable has a partially significant effect on improving employee performance [5]. This study indicates that the higher the incentives given to employees, employee performance is getting better because the incentives received by employees are additional income received in one month in addition to the basic salary. A different situation occurs with the effect of providing incentives, namely the effect of workload. One of the factors that cause a decrease in employee performance is an excessive workload. The understanding of workload is the completion of a set of activities by an organizational unit systematically based on job analysis [6]. Employees who experience work as a workload cause them to experience tension at work because their abilities are not following the organization's demands [7]. This situation can lead to ineffective employee behavior, such as laziness, avoiding tasks, or low employee motivation and performance.

Too much workload faced by employees is one source of pressure, and this will cause employees to have to provide more incredible energy than usual in completing their work. These tasks will be completed well or not; it all depends on how a person lives the workload he feels. The workload variable has the highest correlational level on performance, with a correlation value of -0.776 compared to the motivation and job satisfaction variables for Bank BJB Padalarang Branch employees. There is a negative relationship between workload and the performance of bank employees [8]. The results of the study indicate that there is a positive and significant effect between workload on employee work motivation as indicated by the results of a partial analysis test (t-test) where $t_{\text{count}} > t_{\text{table}}$ is $7.610 > 1.654$ with a significance of = 5%, and the coefficient value is 4.85%. The study results show that workload has a varied influence on employee work motivation [9].

Motivation is a person's "driving force" to behave in achieving the goals that have been set. Everyone has self-motivation, which of course, can be different from one person to another [10]. The formation of motivation results from a physiological or psychological imbalance that requires action to balance. Needs, drives, and goals/initiatives are the shapers of motivation in the form of behavior. Thus, motivation will affect a person's actions and behaviour [11]. Work motivation has a positive and significant effect on morale and work motivation [12]. Work motivation also has a significant effect on performance [13]. The more motivated employees are at work, the higher the morale and accelerate the achievement of organizational goals.

The conditions of the development era require the government to provide excellent service through the provision of human resources who can provide excellent service to the community [14]. The Department of Population and Civil Disabilities is one of the agencies that provide public services. As an institution directly related to the population, the Department of Population and Civil Registration has the main task of providing population administration

services for every resident. Population data is the basis of all development strategies so that all parties must support the performance of the Population and Civil Registration Office. Good governance is the most prominent central issue in public administration management in the reform era [15]. Good governance refers to the process of public administration that maximizes the public interest. Good governance has six critical aspects: legitimacy, transparency; accountability; state law; responsiveness; and effectiveness [16]. The quality of public services is an indicator of the success of the public services provided. Public services are a benchmark for carrying out tasks and measuring government performance through the bureaucracy [17]. All-State Civil Apparatus (SCA) within the Population and Civil Registration Office in East Bali (Klungkung Regency, Bangli Regency, and Karangasem Regency) have received additional employee income outside of salary but have not received additional incentives. Regional governments can provide additional income to state civil servants (Decree of the Minister of Home Affairs Number: 061-5449 of 2019) based on workload, work performance, place of duty, working conditions, scarcity of professions, and other objective considerations by taking into account regional financial capabilities. In the context of improving the general welfare of the state civil apparatus. Based on the phenomenon and different research results, providing incentives and workload on work motivation and employee performance in the Department of Population and Civil Registration in the East Bali region is investigated.

In general, this study aims to examine the factors that influence work motivation and employee performance at the Department of Population and Civil Registration. More specifically, this study aims as follows: (1) To analyze the effect of incentives on employee motivation; (2) The effect of workload on employees' work motivation; (3) The effect of incentives on employee performance; (4) The effect of employee workload on employee performance; and (5) The effect of work motivation on employee performance.

PERSPECTIVE

Incentive

Incentives are awards given to employees who perform work according to or exceeding the set targets [18]. The incentive is an award in the form of money given by the organization's leaders to employees to work with high motivation and achievement in achieving organizational goals [19]. Incentives are awards given by the organization to employees so that they want to work as well as possible and can generate employee work motivation so that organizational goals will soon be achieved. In principle, the provision of incentives will benefit both parties [20]. The grouping of incentives based on the type is divided into three types, namely Material Incentives (money and or goods that have a market value), Non-Material Incentives (valuable goods/objects), and a Combination of Material and Non-Material Incentives [21]. The provision of incentives essentially aims to increase employee motivation to achieve organizational goals by offering financial incentives above and beyond basic wages and salaries [22]. The primary purpose of providing incentives is to provide responsibility and encouragement to employees to improve the quality and quantity of their work [18].

Workload

According to Permendagri No. 12 of 2008, the workload is the amount of work carried out by a position/organizational unit and is the product of the work volume and the time norm. If workers' ability exceeds the job's demands, a feeling of boredom will arise [23]. Vice versa, if workers' ability is lower than the demands of the job, more fatigue will appear. The workload

is a set of activities that must be completed by an organizational unit within a certain period [24]. Workload measurement can be interpreted as a technique to obtaining information about the efficiency and effectiveness of the work. Measurement of workload is the amount of time required to complete the tasks assigned to each employee [25]. Two factors that affect the workload are external (factors originating from outside the worker's body) and internal (factors originating from within the body as a result of reactions to external workloads) [26]. One source of the emergence of pressure is because the workload it faces is too much. At the same time, the workload is too little will cause a sense of monotony and boredom [27]. Employees who experience work as a workload employees experience tension at work [8]. Tension occurs because his abilities do not match the demands of the organization. This situation impacts the behavior displayed by employees, namely ineffective behavior at work, such as laziness, avoiding tasks, or low employee motivation and performance. Excessive workload will affect employee job satisfaction and employee performance [28].

Work Motivation

Motivation is a process that starts from the lack of physiological or psychological needs that trigger behavior or encouragement to achieve goals or obtain incentives [29]. Motivation is a study of action that involves psychological processes, and motivation usually starts from the occurrence of a physiological or psychological imbalance that requires action to balance it [11]. The three main components of motivation are needs, drives, and incentives/goals. Motivation is often interpreted as an impulse, which will move the soul and body to act so that the motive is a "driving force" for a person to behave in achieving the goals that have been set [30]. Maslow developed a theory of needs based on the assumption that human needs are hierarchical, starting from the most basic needs, namely the needs that must be met so that humans can live, to the highest needs, namely the need to be able to develop themselves [31]. The first thing that needs to be done to understand Maslow's theory is to look at a real need [32]. The motivational model has evolved from classical (traditional) theory to modern theory, under the development of civilization and science [33]. The primary things that distinguish classical (traditional) theory from modern theory can be divided into two, namely (1) Classical theory focuses on analysis and decomposition (specialization). In contrast, the modern theory focuses on integration and planning and presents all the views needed. (2) Classical theory implies unidimensionality (if something is an object, then the object cannot be a second object). At the same time, the modern theory states multidimensionality (motivation is not only to fulfill physical needs but must also provide spiritual satisfaction).

Employee Performance

Job Performance or Actual Performance support term of performance (work achievement or actual achievement achieved by someone) [34]. The definition of performance is the quality and quantity achieved by an employee under his responsibilities [19]. Performance is a set of processes that encourage a manager to take appropriate action today to produce organizational performance in the future (organizational effectiveness and efficiency) [35]. Employee performance appraisal needs to be done by an organization or company to determine the work performance achieved by each employee, whether their achievements are in the good, enough, or less category. Performance appraisal is a leadership activity to evaluate employee behavior and work performance and determine different policies [36]. Performance appraisal refers to how well a person does the job assigned to him. The benefit of the performance appraisal for

employees is to provide feedback on various things such as abilities, shortcomings, potential, which will ultimately determine the path, plan in career development [10].

METHOD

Participants

The population in this study were all SCA in the Department of Population and Civil Registration in the East Bali region. Samples were obtained using the purposive sampling technique. The sample in this study amounted to 108 SCA in Klungkung Regency, Bangli Regency, and Karangasem Regency, with the following details: SCA in the Population and Civil Registration Office of Klungkung Regency as many as 36 people, Bangli Regency as many as 46 people and Karangasem Regency as many as 26 people. The criteria used by researchers in this study are SCA employees who work in the Population and Civil Registration Service. The distribution of respondents according to education group is relatively homogeneous; as many as 84 respondents or about 77.78 percent of respondents are civil servants with undergraduate education and above. There are as many as 22 respondents or around 20.37% percent employees with high school graduates and only two people or 1.85 percent who are diploma graduates.

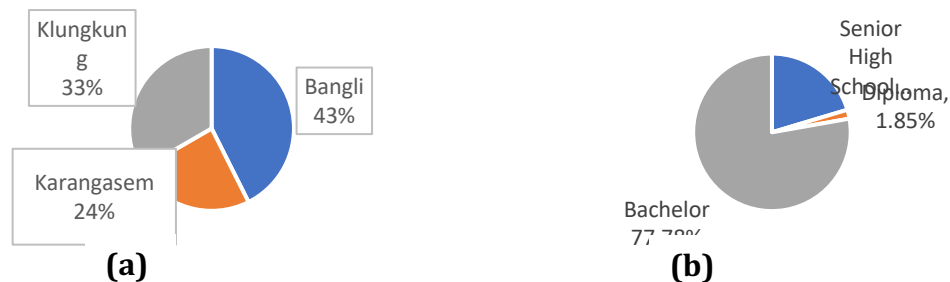


Figure 1. The proportion by Area of Duty (a) and Education (b)

Procedure

This type of research is quantitative research, with the data used are primary data and secondary data. Sources of primary and secondary data are from the Department of Population and Civil Registration of Klungkung Regency, Bangli Regency, Karangasem Regency, and other sources. Secondary data is used to describe the object's condition to be studied, namely the effect of incentives (Additional Employee Income) and workload on employee motivation and employee performance at the Population and Civil Registration Office in the East Bali region. Primary data was collected using a questionnaire distributed to all employees. The readiness of the questionnaire instrument that will be used to collect data, two tests are used, namely validity and reliability tests [37]. The time of the study was carried out for one month, starting from the fourth week of November 2020 to the third week of December 2020.

Case materials and discussion questions

The authors have determined the research variables to be studied so that the authors can obtain information about the variables studied, processed, and analyzed, then conclusions are drawn. In this study, the research variables consist of two exogenous variables, namely incentives and workload, and two endogenous variables, namely work motivation and employee performance. The material for the response questions are 1) the response to the provision of incentives regarding additional Employee Income received by SCA, which is often referred to as the performance allowance; 2) workload on a set or number of activities that employees within a

specific time must complete; 3) work motivation about things that cause and support employee behavior so that they want to work hard and enthusiastically to achieve the goals that have been set; and 4) employee performance regarding the quality and quantity achieved in carrying out their duties by their responsibilities. Employee performance conditions become the basis for determining additional employee income.

Instruments and Data Analysis

Measurement of variables using a Likert scale. The Likert scale is used to measure the perception of the attitude or opinion of a person or group of people about social phenomena. Variable measurements were carried out using a Likert scale, which has a gradation from Strongly Agree (SA) to Strongly Disagree (SD) with a score for Strongly Agree (SA): 5, Agree (A): 4, Neutral (N): 3, Disagree (D): 2 and Strongly Disagree (SD): 1. This scale is then converted into a quantitative value which is then used for further analysis. The readiness of the questionnaire instrument to be used for data collection carried out two tests, namely the Validity test and the Reliability test. The instrument used to measure the validity is the Pearson Product Moment Correlation, with a 95% confidence level or $\alpha = 0.05$. After testing the validity, the next step is to test the reliability of the instrument. To test the reliability of the instrument in this study using the Cronbach Alfa reliability coefficient.

The validity test, an alpha of 5%, and a sample size of about 100, the r table value of 0.195, was obtained. All variables are valid because they have a higher r-value than the table r value. In the incentive, workload, and motivation dimension, the calculated r-value is between 0.443-0.765, 0.537-0.820, and 0.457-0.703. Likewise, for the dimensions of employee performance, the calculated r-value is between 0.443-0.788. The reliability test also shows the same thing; that is, all of them are reliable. The incentive, workload dimension, and work motivation dimension have a Cronbach alpha value of 0.783-0.836 (acceptable), 0.836-0.866 (good), and 0.828-0.844 (good). Likewise, the dimensions of employee performance have a Cronbach alpha value of 0.828-0.844 (good).

Hypothesis testing was carried out to determine the significance of incentives and workload on work motivation and employee performance. The partial hypothesis testing was carried out using the T-test, while the simultaneous hypothesis testing was carried out using the F test. The data analysis was obtained from the respondents; the data were tabulated according to the respondents' answers.

The data analysis method that will be used is the path analysis method with multiple linear regression approach. The regression follows:

$$\begin{aligned} Y_{motivasi} &= \beta_0 + \beta_1 X_{Insentif} + \beta_2 X_{Beban kerja} \\ Z_{Kinerja pegawai} &= \beta_0 + \beta_3 X_{Insentif} + \beta_4 X_{Beban kerja} \\ Z_{Kinerja pegawai} &= \beta_0 + \beta_5 Y_{Motivasi} \end{aligned}$$

The perfect relationship between exogenous variable and endogenous variable is done by looking at the coefficient of determination. This test is done based on value of R Square (R^2). The coefficient of determination value is between 0 – 1. A small value of R^2 means that the ability of exogenous variables to explain endogenous variables is minimal. A value close to 1 means that

the exogenous variable provides almost all the information needed to predict the endogenous variable.

RESULTS AND DISCUSSION

In general, this study produces information on the factors that influence work motivation and employee performance at the Department of Population and Civil Registration. The results of this study are as follows: (1) analysis of the relationship between incentives and workload with work motivation; (2) analysis of the relationship between incentives and workload with employee performance; (3) analysis of the relationship between work motivation and employee performance; (4) analysis of the effect of incentives and workload on employee performance through work motivation; and (5) the results of hypothesis testing.

(1) Analysis of the Relationship between Incentives and Workload with Work Motivation This analysis was conducted to determine the direct effect of incentives and workload variables on work motivation. The analysis used is multiple linear regression.

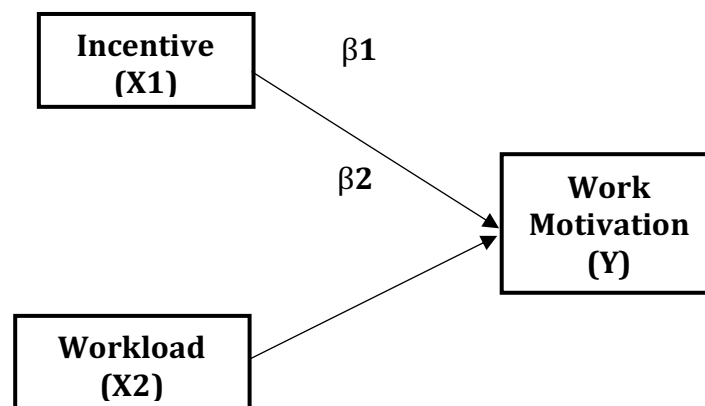


Figure 2. The Direct Effect of Incentives and Workload on Work Motivation

Figure 2 shows the path analysis of model 1, namely the effect of incentives and workload on work motivation. The values of R and R² can be seen in Table 1.

Table 1. Values of R and R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	0,420	0,177	0,161	0,315

Predictors: (Constant), incentive, workload

Table 1 shows that the value of R is 0.420; this means the magnitude of the correlation between all exogenous and endogenous variables. In contrast, the R² value of 0.177 means that the magnitude of the contribution of exogenous variables or, in percentage, 17.7 percent of the effect of exogenous variables on endogenous variables, and the rest is influenced by unexplored factors.

Table 2. Effect of Exogenous Variables on Endogenous Variables

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.851	2	.926	8.981	.000 ^b
	Residual	10.821	105	.103		
	Total	12.672	107			

Endogenous Variable: Motivation
Predictors: (Constant), Incentive, Workload

Table 2 shows the effect of exogenous variables on endogenous variables with a sig value of 0.000, with a value less than a p-value of 0.05. In other words, the two variables X (exogenous) simultaneously affect the variable Y (endogenous). The calculated F value in this study is 8.981 or higher than the F table, which reaches 6.334 with a significance of 5 percent. The exogenous variables are incentives, and workload affects the endogenous variable, namely employee work motivation simultaneously.

Table 3. Significance of Exogenous Variables to Endogenous Variables Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.723	.253		10.746	.000
	I	.154	.053	.262	2.889	.005
	B	.132	.048	.248	2.736	.007

Endogenous Variable: Motivation

Table 3 shows the testing of each exogenous variable against the endogenous variable. The incentive sig value of 0.005 indicates that the incentive significantly affects work motivation because the sig is <0.05. The workload sig value of 0.007 also indicates that the workload significantly affects work motivation because the sig is <0.05. The incentive coefficient in this study is 0.154. It means a positive or in line with the relationship between the incentive variable and employee motivation. The value of 0.154 indicates that an increase in incentives of one level will have the potential to increase employee motivation by 15.4 percent.

On the other hand, the workload regression coefficient reached 0.132. This coefficient is positive, which indicates that the relationship between workload and employee motivation is unidirectional. In other words, under conditions that are not yet optimum, a one-level increase in workload will have the potential to increase employee motivation by 13.2 percent.

The results showed that work incentives had a positive effect on SCA work motivation. Incentives act as promotions in motivating a work action [38]. Individuals will take action because of the need for encouragement from inside and outside the SCA. Skills and knowledge are needed in doing work to support employees to have high motivation [39]. Thus, one determining factor for improving company performance is employee motivation. Incentives in the form of finance can be adjusted to the needs to increase employee work motivation [40]. The provision of incentives requires a fair and proper employee perspective. Fairness has the

meaning of financial incentives provided by institutions following or commensurate with the work and achievements of employees.

The results showed that the workload had a positive effect on the work motivation of SCA employees. The results showed that organizational support and workload quantitatively affect work fatigue. Intrinsic motivation is related to organizational support and workload [41]. The results of this study indicate the potential benefit of increased motivation to reduce work-related fatigue. The results of relevant research on workload and motivation show that when firefighters with high autonomous motivation experience high workloads, it seems they can no longer devote themselves to their work and development [42].

(2) Analysis of the Relationship between Incentives and Workload with Employee Performance

The direct effect of incentives and workload on performance can be seen in the path analysis of model 2 below:

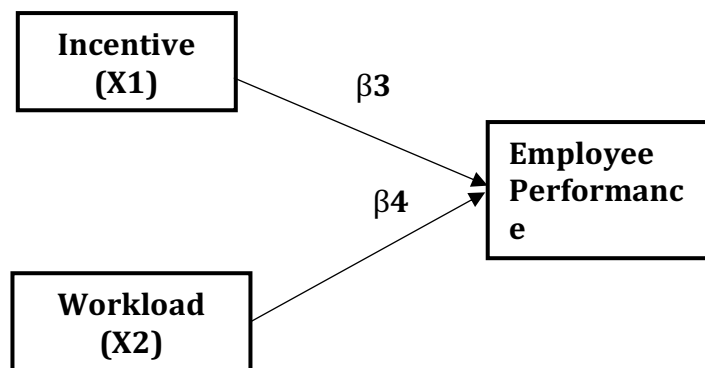


Figure 3. Direct Effects of Incentives and Workload on Performance

Figure 3 shows the path analysis of model 2, namely the effect of incentives and workload on performance. The values of R and R² can be seen in Table 4.

Table 4. Values of R and R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
2	0,365	0,134	0,117	0,26745
Predictors: (Constant), Incentive, Workload				

Table 4 shows that the value of R is 0.365; this means the magnitude of the correlation between all exogenous and endogenous variables. In contrast, the R² value of 0.134 means that the magnitude of the contribution of exogenous variables or 13.4 percent of the effect of exogenous variables on endogenous variables, and the rest is influenced by unexplored factors.

Table 5. Effect of Exogenous Variables on Endogenous Variables

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	1.625	2	.812	13.779	.000 ^b
	Residual	6.014	102	.059		
	Total	7.638	104			

Endogenous Variables: Performance
Predictors: (Constant), Incentive, Workload

Table 5 shows the effect of exogenous variables on endogenous variables with a sig value of 0.000, with a value less than a p-value of 0.05. In other words, there is at least one variable X (exogenous) that influences variable Z (endogenous). The calculated F value in this study was 13,799 or higher than the F Table, which reached 6,334 with a significance of 5 percent. The result means that exogenous variables, namely incentives and workload, simultaneously affect the endogenous variable, namely employee performance. On the other hand, based on the t-test, it is known that the incentive variable has a partial effect on the employee performance variable. The test is indicated by a significance value of less than 0.05. The incentive coefficient value is 0.145, which means a positive or in-line relationship between the incentive variable and employee performance. The value of 0.145 indicates that an increase in incentives of one level will potentially increase employee performance by 14.5 percent.

On the other hand, the workload regression coefficient reached 0.126. This coefficient is positive, which indicates that the relationship between workload and employee performance is unidirectional. In other words, in conditions that are not yet optimum, an increase in workload by one level will have the opportunity to increase employee performance by 12.6 percent compared to the previous one.

Table 6. Significance of Exogenous Variables to Endogenous Variables Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	2.843	.193		14.695	.000
	I	.145	.042	.305	3.417	.001
	B	.126	.038	.294	3.286	.001

Endogenous Variable: Performance

Table 6 shows the testing of each exogenous variable against the endogenous variable. The incentive sig value of 0.001 indicates that the incentive has a significant effect on employee performance because the sig < 0.05 and the workload sig value of 0.001 also indicate that the workload has a significant effect on performance because of the sig < 0.05.

The results of the study indicate that incentives have a positive effect on the performance of SCA employees. This study supports the effect of financial incentives for SCA either simultaneously or partially and determines the dominant variables affecting employee performance in the Department of Population and Civil Registration. Compensation in employee benefits is one aspect of human resource management that has caused a lot of

controversy over the years [43]. Compensation plays a significant role in exploring talent in performance. The compensation result implies that adequate compensation can help retain employee motivation to maintain organizational performance and competitive advantage [44].

The results showed that the workload had a positive effect on the performance of SCA employees. This result also significantly influences employee performance through the motivation variable. The workload is one of the contradictory variables, whether it affects employee performance or not. The managerial implication results of this study is that the provision of a workload based on the competence and comfort of employees. The implication can improve their performance. In addition, employees who have higher levels of education can better adjust their workloads because they have higher achievement motivation [45].

(3) Analysis of the Relationship between Work Motivation and Employee Performance

This analysis was conducted to determine the direct effect of motivational variables on performance which can be seen in the following model 3 path analysis:

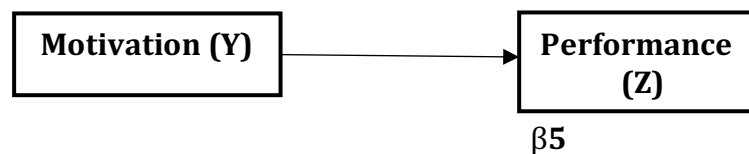


Figure 4. The Direct Effect of Work Motivation on Employee Performance

Figure 4 can be seen in the path analysis of model 3, namely the influence of work motivation on employee performance. The values of R and R² are seen in Table 7.

Table 7. Values of R and R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
3	0,672	0,452	0,446	0,212

Predictors: (Constant), Motivation

Table 7 shows that the value of R is 0.672; this means that the correlation between the motivation variable and the performance variable is significant. In contrast, the R² value of 0.452 means that the contribution of the motivation variable. 45.2 percent of the influence of the motivational variable on the performance variable, and the rest is influenced by unexamined factors.

Table 8. The Influence of Motivation Variables on Performance Variables

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	3.552	1	3.552	69.775	.000 ^b
	Residual	5.397	106	.051		
	Total	8.949	107			

Endogenous Variables: Performance

Predictors: (Constant), Motivation

Table 8 shows the effect of motivational variables on performance variables with a sig value of 0.000 and a value smaller than a p-value of 0.05. While in Table 8, it can be seen that the motivation variable has a partial effect on the performance variable. The result is indicated by a significance value of less than 0.05. This study's motivation coefficient on performance is 0.529, which means a positive or in-line relationship between motivational variables and performance. In other words, under optimum conditions, an increase in motivation of one level will have the opportunity to increase employee performance 52.9 percent higher than before.

Table 9. Significance of Motivation Variables on Performance Variables Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.860	.241		7.715	.000
	M	.529	.063	.630	8.353	.000

Endogenous Variables: Performance

The results showed that work motivation had a positive effect on the performance of SCA employees. Work motivation is a driving force that creates joy in work to work together, work effectively, and integrate with all their efforts to achieve satisfaction [46]. Relevant research shows that several factors can affect employee work motivation, namely job satisfaction, and low levels of hopelessness [47]. The results of this study imply that mentoring contributes positively to career development and motivation.

(4) Analysis of the Influence of Incentives and Workload on Employee Performance through Work Motivation.

a. Analysis of the influence of incentives on employee performance through work motivation.

The direct effect of incentives on performance	= 0.145 (1)
The direct effect of incentives on work motivation	= 0.154 (2)
The direct effect of motivation on performance	= 0.529 (3)
Indirect effect of incentives on performance (2×3)	= 0.081 (4)
The effect of total incentives on performance (1 + 4)	= 0.226 (5)

b. Analysis of the effect of workload on employee performance through work motivation.

Direct effect of workload on performance	= 0.126 (1)
The direct effect of workload on work motivation	= 0.132 (2)
The direct effect of motivation on performance	= 0.529 (3)
Indirect effect of workload on performance (2×3)	= 0.070 (4)
The effect of total workload on performance (1 + 4)	= 0.196 (5)

Overall, the increase in incentives will have a more significant influence on employee performance compared to the increase in workload. An increase in incentives of 1 percent will have the potential to increase employee performance by 0.226 percent. Meanwhile, the workload, on the other hand, also shows the direction of the unidirectional relationship. An increase of 1 percent in workload will potentially encourage an increase in employee performance by 0.196 percent.

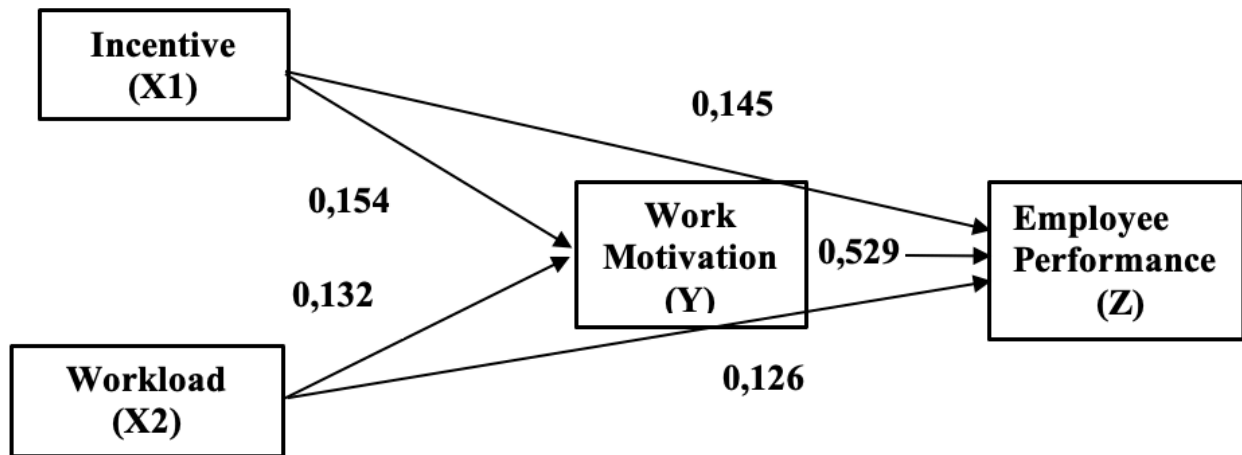


Figure 5. Path Analysis between Exogenous Variables and Endogenous Variables

(5) Hypothesis Test Results

The results of hypothesis testing in this study can be (1) There is a direct and positive and significant effect between the incentive variable and employee work motivation, because it is indicated by the coefficient value of 0.154 and the t-count value of 0.005; (2) There is a direct and positive and significant effect between the workload variable and employee work motivation, because it is indicated by the coefficient value of 0.132 and the t-count value of 0.007; (3) There is a direct and positive and significant effect between the incentive variable and employee performance, as indicated by the coefficient value of 0.145 and the t-count value of 0.001; (4) There is a direct and positive and significant effect between the workload variable and employee performance, as indicated by the coefficient value of 0.126 and the t-count value of 0.001; and (5) There is a direct and positive and significant effect between the variable of employee work motivation and employee performance, because it is indicated by the coefficient value of 0.529 and the t-count value of 0.000.

CONCLUSIONS AND SUGGESTIONS

This study shows that incentives and workload factors affect work motivation and employee performance at the Department of Population and Civil Registration. The conclusion shows that (1) the incentive variable has a direct and positive, and significant effect on the employee motivation variable; (2) the workload variable has a direct and positive and significant effect on the work motivation variable; (3) the incentive variable has a direct and positive and significant effect on the employee performance variable; (4) the workload variable has a direct and positive and significant influence on the employee performance variable; and (5) employee motivation variable has a direct and positive and significant influence on employee performance variables.

This study recommends that the thing that can be considered in providing incentives to employees is the employees' work productivity. The provision of incentives requires a fair and proper employee perspective. Fairness has the meaning of financial incentives provided by institutions following or commensurate with the work and achievements of employees. In addition to incentives that need to be considered in improving employee performance is the workload given to employees. In the division of workload to employees, the professionalism of employees needs to be a concern so that employees will be able to perform well. To improve

the professionalism of employees, the Head of the Department of Population and Civil Registration needs to provide the broadest possible opportunity for employees to attend education and training following their primary duties and responsibilities so that the academic abilities and skills of employees will increase. The work commitment of all employees must be a concern, and all employees must know their primary duties and functions so that they will be able to perform well. The managerial implication of the results of this study is that the provision of a workload following the competence and comfort of the state civil apparatus can improve the performance of employees at the Population and Civil Registration Service.

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