

The Influence of Workload, Motivation, and Compensation on Employee Performance in Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency

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ABSTRACT



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This study aims to analyze the effect of workload, motivation, and compensation on the performance of employees in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. The population in this study consisted of all 53 employees in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. The sampling technique used was saturated sampling, so that the entire population was used as the sample. Data were collected using a questionnaire on a 1-5 Likert scale. Data analysis techniques used multiple linear regression analysis with the help of IBM SPSS version 25. The results showed that workload had a negative and significant effect on employee performance, while motivation and compensation had a positive and significant effect on employee performance in the Public Relations Protocol Division of the Regent and Deputy Regent of Buleleng Regency.

Keywords: Workload, Motivation, Compensation, Employee Performance.

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1. Introduction

Aparatur Sipil Negara, commonly known as ASN, are employees who work in the government. ASN are the main driving force in the bureaucratic process and guarantee the quality of service to the community. The important role of ASN is certainly also a major focus, where an ASN must be able to be a planner, implementer, and supervisor for every general task in the government. This illustrates that the central and regional governments need ASN employees who are highly dedicated, have integrity, and are free from corruption, collusion, and nepotism. ASN employees are also required to perform well. According to Koesoemowidjojo (2017), performance is the result of a person's work that meets or exceeds the targets and standards set by an organization. This is a very clear illustration that the performance of a person who meets or exceeds targets and standards will certainly help the organization achieve success in the future. According to Yuniarti and Prijanti (2024), performance can be measured through the achievement of targets, the quality of work performed, the time taken to complete tasks, and a person's adherence to completing their work.

In practice, to achieve good performance, civil servants cannot escape the responsibilities of

their jobs, including the amount of workload they have to do. According to Koesoemowidjojo (2017), workload is a process that determines the number of hours a person works, the use of those working hours, and the time required for a person to complete a task within a certain period. Workload is a challenge for someone at work because if someone is given a high workload, their motivation to work will decrease. Motivation plays a very important role for someone in doing something. According to Robbins and Judge (2015), motivation is a process used to help explain the intensity, direction, and persistence of someone in achieving their goals at work. These two things have a huge impact on a person's performance. On the other hand, there is one determining factor that measures a person's performance, namely compensation. According to Silaen et al (2021), compensation is very important because it can affect a person's level of job satisfaction and commitment to their workplace. Fair compensation will make a person more motivated to work and able to give their best performance.

The situation is certainly also felt by all employees working in the Buleleng Regency Government. The Buleleng Regency Government

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is currently entering a new leadership period starting in February 2025. This new leadership period is led by Dr. I Nyoman Sutjindra, Sp. OG as Regent and Mr. Gede Supriatna, S.H. as Deputy Regent. Of course, this has caused all employees at the Buleleng Regency Government Office to experience a transition period. This transition period is very evident in one of the departments, namely the Public Relations and Protocol Department of the Regent and Deputy Regent. The most obvious effect of this transition is the efficiency process carried out by the government, which has impacted all employees working in this department. The Public Relations and Protocol Department of the Regent and Deputy Regent currently has a heavy workload due to the many new programs being carried out by the Regent and Deputy Regent, which has resulted in a shortage of human resources in this department. This lack of human resources has resulted in a double workload for all employees in this department. The efficiency measures have also had an impact on the payment of honoraria on holidays, which is considered inappropriate for the work done. These issues have certainly reduced the motivation of all employees in the Public Relations and Protocol Department of the Regent and Deputy Regent and have affected the performance of all employees.

In studies conducted by Nining et al (2023), Yuniarti & Prijati (2024) and Ramadan & Handayani (2024), it was found that workload has a negative and significant effect on employee performance. Previous research conducted by Nabila & Syarvina (2022) stated that workload does not have a significant effect on employee performance at PT Perkebunan Nusantara IV Medan. Other studies conducted by Nining et al (2023), Yuniarti & Prijati (2024) and Ramadan & Handayani (2024) stated that motivation has a positive and significant effect on employee performance at the Communication and Information Agency of Bima Regency, while the study by Pragiwani et al. (2020) showed that motivation has no effect on employee performance. Ichsan et al (2024), Ndraha et al. (2024), Yuniarti and Prijati (2024), and Ramadan & Handayani (2024) in their research stated that compensation has a positive effect on employee performance, while Febriani & Setia (2023) showed that compensation has no effect on employee performance.

From the situation before, we ultimately conducted research related to the Influence of Workload, Motivation, and Compensation on Employee Performance in the Public Relations Protocol Division of the Regent and Deputy Regent of Buleleng Regency. The purpose of this research was to examine the influence of workload, motivation, and compensation on employee performance in the Public Relations Protocol Division of the Regent and Deputy Regent of Buleleng Regency. Ultimately, this research can provide useful suggestions for better sustainability.

Workload is one of the factors that greatly influences an employee's final performance. Excessive workload can have a negative impact

on employee performance because it causes stress, physical and mental exhaustion (burnout), and decreased focus. When employees feel overburdened, the quality of their work tends to decline because they rush, are prone to making mistakes, and lack the time to think critically or innovate. In addition, unrealistic workloads can also reduce motivation and job satisfaction, which ultimately hinders long-term productivity and can trigger an increase in absenteeism. Research by Ndraha et al. (2024), Yuniarti and Prijati (2024), and Ramadan & Handayani (2024) shows that workload has a negative effect on employee performance. Thus, the first hypothesis proposed is:

H1: Workload has a negative and significant effect on employee performance.

Motivation is a driving force that can help employees work better. Strong motivation will have a greater impact on an employee's performance. According to research conducted by Nining et al (2023), Yuniarti & Prijati (2024) and Ramadan & Handayani (2024), motivation has a positive and significant effect on employee performance. Thus, the second hypothesis proposed is:

H2: Motivation has a positive and significant effect on employee performance.

Compensation is a major factor that can motivate someone to perform at their best at work. This can be seen when someone receives high compensation, their success rate in achieving performance is higher. According to Ichsan et al (2024), Ndraha et al. (2024), Yuniarti and Prijati (2024), and Ramadan & Handayani (2024) in their research, compensation has a positive effect on employee performance. Therefore, the third hypothesis proposed is:

H3: Compensation has a significant effect on employee performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency.

2. Research Method

The method used in this study is quantitative. Quantitative methods are used in research that focuses on social issues, primarily testing theories used in variable forms and conducting measurements using numbers. The population used in this study were 53 employees working in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. This study used a saturated sample because the research subjects were considered to have almost the same characteristics and there were a total of 53 employees in that department. The data collection technique used a questionnaire with a 1-5 Likert scale. The indicators used to measure workload were work conditions, use of working time, and targets to be achieved (Syaifudin & Kustini, 2023). The indicators used to measure motivation were responsibility in performing work, achievements, self-development, and independence in action (Tupti et al., 2022). The indicators used to measure

compensation are direct financial compensation, indirect financial compensation, non-financial compensation, and other compensation (Hidayatulloh et al., 2024; Ratnasari et al., 2020; Silaen et al., 2021). Employee performance is measured using indicators of performance quality, work quantity, timeliness in completing work, work effectiveness or efficiency, and work commitment (Aryati & Armanu, 2023; Manna et al., 2025). The data analysis technique used in this study is multiple linear regression analysis. This analysis technique is used to examine the relationship between the variables of workload, motivation, and compensation on employee

performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency.

3. Result and Discussion

Result

Descriptive statistical analysis provides an explanation of data based on the mean, standard deviation, variance, highest value, lowest value, sum, kurtosis, and skewness (Ghozali, 2020). The results of the descriptive statistical analysis of this study are presented in Table 1 below.

Table 1. Descriptive Statistics of Research Variables

	N	Descriptive Statistics			
		Minimum	Maximum	Mean	Std. Deviation
Workload (X1)	53	5	15	9.64	2.228
Motivation (X2)	53	7	20	13.40	3.066
Compensation (X3)	53	6	19	13.51	3.208
Employee Performance (Y)	53	7	25	16.28	4.546
Valid N (listwise)	53				

Source: SPSS Output Results, 2025.

Table 1 shows that all variables have a mean value greater than the standard deviation value, indicating low data deviation. Low data deviation indicates that all variables have an even distribution of data values.

Instrument testing was conducted to ensure that the instrument quality requirements had been met. Instrument testing included validity and reliability testing. Validity testing was conducted on four variables in this study. The

statement items in the questionnaire can be declared valid or invalid by comparing the calculated *r* value with the table *r* value, whereby if the calculated *r* > table *r*, then the statement items in the questionnaire are declared valid (Ghozali, 2020). The *r* table is sought at a significance of 0.05 with a one-sided test and a data set (*n*) = 53, *df* = *n*-2, resulting in an *r* table of 0.2284. The results of the validity test for this study are presented in Table 2 below.

Table 2. Validity Test Results

Variable	Statement	Calculated <i>r</i>	Table <i>r</i>	Notes
Workload (X1)	X1.1	0,866	0,2284	Valid
	X1.2	0,848	0,2284	Valid
	X1.3	0,882	0,2284	Valid
Motivation (X2)	X2.1	0,918	0,2284	Valid
	X2.2	0,862	0,2284	Valid
	X2.3	0,864	0,2284	Valid
	X2.4	0,920	0,2284	Valid
Compensation (X3)	X3.1	0,738	0,2284	Valid
	X3.2	0,810	0,2284	Valid
	X3.3	0,771	0,2284	Valid
	X3.4	0,683	0,2284	Valid
Employee Performance (Y)	Y.1	0,772	0,2284	Valid
	Y.2	0,833	0,2284	Valid
	Y.3	0,866	0,2284	Valid
	Y.4	0,884	0,2284	Valid
	Y.5	0,792	0,2284	Valid

Source: SPSS Output Results, 2025.

Based on Table 2, it can be seen that each statement item has a calculated *r* greater than table *r* (calculated *r* > table *r*), so that all statement items for all variables are valid.

Reliability testing was conducted to determine the consistency of respondents' answers in responding to statements that measured the variables in this study. The reliability test results are presented in Table 3 below:

Table 3. Reliability Test Result

Research Variables	Cronbach's Alpha	Conclusion
Workload (X1)	0,826	Reliable
Motivation (X2)	0,909	Reliable
Compensation (X3)	0,737	Reliable
Employee Performance (Y)	0,886	Reliable

Sumber: SPSS Output Result, 2025.

Table 3 shows that each variable in this study has a Cronbach Alpha value greater than 0.70 (Cronbach Alpha > 0.70), meaning that all variables in this study are reliable. This means that all respondents' answers were consistent in responding to each item measuring the variables of workload, motivation, compensation, and employee performance.

After instrument testing, classical assumption testing was conducted, consisting of normality,

multicollinearity, and heteroscedasticity tests. The normality test aims to test whether the regression model's disturbance variables are normally distributed. The variables in this study were tested using the Kolmogoro-Smirnov test, by comparing the Sig. (2-tailed) value with $\alpha=0.05$. If the significance of the data is greater than 0.05, then the data is declared to be normally distributed (Ghozali, 2020). The results of the normality test are presented in Table 4 below:

Table 4. Normal Distribution Test Result

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		53
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.77593499
Most Extreme Differences	Absolute	.098
	Positive	.075
	Negative	-.098
Test Statistic		.098
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: SPSS Output Result, 2025.

Based on Table 4, the normality test results above show that Asymp. Sig. (2_tailed) obtained a value of 0.200. When compared to a probability of 0.05, the Asymp. Sig. (2_tailed) value is greater, indicating that the data in this study is normally distributed.

The multicollinearity test aims to test the presence or absence of correlation between

independent variables. Multicollinearity can be determined from the variance inflation factor (VIF) and tolerance value. If the tolerance value is greater than 0.1 and the Variance Inflation Factor (VIF) value is less than 10, then there is no multicollinearity in the study (Ghozali, 2020). The results of the multicollinearity test using IBM SPSS 25 for Windows are shown in Table 5 below:

Table 5. Multicollinearity Test Result

Coefficients ^a								
		Unstandardized Coefficients	Standardized Coefficients	Collinearity Statistics				
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	5.539	3.356		1.651	.105		
	Workload (X1)	-.561	.220	-.275	-2.550	.014	.655	1.526
	Motivation (X2)	.402	.143	.271	2.819	.007	.823	1.215
	Compensation (X3)	.797	.150	.562	5.315	.000	.680	1.471

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Output Result, 2025.

Table 5 shows that all independent variables have tolerance values above 0.1 and VIF below 10, indicating that there is no multicollinearity in the regression model of this study.

The heteroscedasticity test aims to test whether there is variance inequality from one

observation to another in the regression model. A good regression model is one that is homoscedastic or does not exhibit heteroscedasticity (Ghozali, 2020). The results of the heteroscedasticity test in this study are presented in Table 6 below:

Table 6. Result of Heteroscedasticity Test

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	2.946	1.874		1.572
	Workload (X1)	.003	.123	.004	.024
	Motivation (X2)	.030	.080	.059	.381
	Compensation (X3)	-.083	.084	-.168	-.987

a. Dependent Variable: ABS_RES

Source: SPSS Output Result, 2025.

Table 6 summarizes the results of the heteroscedasticity test using the Glejser test, which shows the Sig. values for the workload (0.981), motivation (0.705), and compensation (0.329) variables. All independent variables in this study have Sig. Values greater than 0.05 (Sig. > 0.05), so it can be concluded that there is

no heteroscedasticity problem in all independent variables in this study.

The results of multiple linear regression analysis and t-tests in this study are presented in Table 7 below:

Table 7. Multiple Linear Regression Analysis Results and T-Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5.539	3.356		1.651
	Workload (X1)	-.561	.220	-.275	.014
	Motivation (X2)	.402	.143	.271	.007
	Compensation (X3)	.797	.150	.562	.000

a. Dependent Variable: Employee Performance (Y)

Source: SPSS Output Result, 2025.

Based on Table 7, the regression equation can be formulated as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$= 5,539 - 0,561X_1 + 0,402X_2 + 0,797X_3 + e$$

After the regression equation is constructed, its meaning can be explained in depth. The constant value of 5.539 means that if the variables of workload, motivation, and compensation are constant (0), then the value of the employee performance variable will be 5.539. The workload regression coefficient of -0.561 shows that when the workload increases by 1 unit, but the other independent variables remain constant (0), employee performance will decrease by 0.561 units. Conversely, when the workload decreases by 1 unit, but the other independent variables remain constant (0), employee performance will increase by 0.561 units. The regression coefficient for motivation is 0.402, indicating that when motivation decreases by 1 unit, but other independent variables remain constant (0), employee performance will decrease by 0.402 units. Conversely, when motivation increases by 1 unit, but other independent variables remain constant (0), employee performance will increase by 0.402 units. The compensation regression coefficient of 0.797 shows that when compensation decreases by 1 unit, but other independent variables remain constant (0), employee performance will

decrease by 0.797 units, then employee performance will decrease by 0.797 units. Conversely, when compensation increases by 1 unit, but other independent variables remain constant (0), employee performance will increase by 0.797 units.

The results of hypothesis testing (t-test) in Table 7 show that workload has a regression coefficient of -0.561 and sig 0.014 < 0.05, indicating that workload has a negative and significant effect on employee performance, thus accepting the first hypothesis. Motivation has a regression coefficient of 0.402 and a significance level of 0.007 < 0.05, indicating that motivation has a positive and significant effect on employee performance, thus accepting the second hypothesis. Compensation has a regression coefficient of 0.797 and a significance level of 0.000 < 0.05, indicating that compensation has a positive and significant effect on employee performance, thus accepting the third hypothesis. Compensation is the variable that has the most dominant effect on employee performance because it has the regression coefficient furthest from 0, namely 0.797.

The coefficient of determination test aims to determine the extent of the influence of independent variables on dependent variables. The coefficient of determination test in this study shows the results in Table 8 below.

Table 8. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.604	2.860

a. Predictors: (Constant), Compensation (X3), Motivation (X2), workload (X1)

Source: SPSS Output Result, 2025.

Based on Table 8, it is known that the coefficient of determination (Adjusted R Square) from this test is 0.604 or 60.4%, which means that 60.4% of employee performance is explained by the variables of workload, motivation, and compensation, while the remaining 39.6% is explained by other variables not examined in this study.

Discussion

The Effect of Workload on the Employee Performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency

The results of the study show that workload has a negative and significant effect on the performance of employees in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. An

increase in workload will decrease employee performance, whereas a decrease in workload will increase employee performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. Workload is one of the factors that greatly influences the final performance of an employee. Excessive workload can have a negative effect on employee performance because it causes stress, physical and mental fatigue (burnout), and decreased focus. When employees feel overburdened, the quality of their work tends to decline because they rush, are prone to making mistakes, and have less time to think critically or innovate. In addition, unrealistic workloads can also reduce motivation and job satisfaction, which ultimately hinders long-term productivity and can trigger an increase in absenteeism. The results of this study are supported by research by Ndraha et al. (2024), Yuniarti & Prijati (2024), and Ramadan & Handayani (2024), which also show that workload has a negative effect on employee performance.

The Effect of Motivation on the Employee Performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency

The results of the study show that motivation has a positive and significant effect on employee performance. Increased motivation will improve employee performance, while decreased motivation will reduce employee performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. Motivation has a positive and significant effect on employee performance because motivation acts as an internal and external driving force that motivates individuals to work harder to achieve organizational goals. When employees are highly motivated, they show greater commitment, initiative, and perseverance, which directly improves the quality and quantity of their work. This influence is significant because, statistically, an increase in motivation has been proven to consistently result in a measurable increase in performance, making it a major predictive factor for individual and collective success in the workplace. Motivation is a driving force that can help an employee work better. Strong motivation will have a greater impact on an employee's performance and success. The results of this study are supported by research by Nining et al. (2023), Yuniarti & Prijati (2024), and Ramadan & Handayani (2024), who also found that motivation has a positive and significant effect on employee performance.

The Effect of Compensation on the Employees Performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency

The research results show that compensation has a positive and significant effect on employee performance. Increasing compensation will improve employee

performance, while decreasing compensation will decrease employee performance in the Public Relations and Protocol Division of the Regent and Deputy Regent of Buleleng Regency. Compensation has a positive and significant impact on employee performance because it serves as a powerful motivator and recognition of their contributions. A fair compensation system, whether in the form of salary, bonuses, benefits, or other incentives, increases job satisfaction and fosters a sense of engagement with the organization. When employees feel financially rewarded, they tend to be more motivated to achieve targets, demonstrate higher productivity, and are willing to put in extra effort (extra-role behavior), which ultimately directly and tangibly improves the quality and quantity of overall performance. Compensation is a key factor that can motivate someone to deliver their best performance at work. This can be seen when someone receives substantial work compensation, their success in achieving performance is higher. The results of this study are supported by research by Ichsan et al. (2024), Ndraha et al. (2024), Yuniarti & Prijati (2024), and Ramadan & Handayani (2024), which also found that compensation has a positive effect on employee performance.

4. Conclusion

The results of the study show that workload has a negative and significant effect on employee performance, while motivation and compensation have a positive and significant effect on employee performance in the Public Relations and Protocol Section of the Regent and Deputy Regent of Buleleng Regency.

The Head of Public Relations and Protocol of the Regent and Deputy Regent of Buleleng Regency is advised to pay attention to the workload so that it is not felt too heavy by employees, increase employee motivation, and review the compensation given so that employees feel that the compensation is appropriate. Further research is recommended to involve other variables that have an influence on employee performance, such as work discipline, job satisfaction, work environment, organizational culture, and facilities and infrastructure.

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