The Influence of Work Motivation and Workload on Employee Performance: Literature Review

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ABSTRACT

In a company, employees are one of the most important elements in achieving company goals. An employee's performance is certainly influenced by several factors that a manager needs to know. Managers must know the strengths and weaknesses of each manager in order to maximize potential and minimize employee deficiencies. Motivation is one of the things that influences human behavior. Motivation is also called a driver, desire, supporter or need, a need that can make someone enthusiastic and motivated to reduce. This research aims to find out whether there is an influence of motivation and workload on employee performance.

Keywords: Employee Performance, Motivation, Workload, Company Goals, Managerial Influence

1. Introduction

In the current era of globalization, companies really need quality human resources to be able to compete in global competition, with quality human resources in order to achieve success for a company or organization in order to achieve goals effectively and efficiently. In today's era, companies must have employees who have good excellence and high commitment and good job satisfaction. Motivation for work is also very helpful so that employees are enthusiastic about carrying out their work and achieving the goals of the organization or company. For this reason, the better or better an employee is at motivating, the easier and faster the employee will be able to learn new knowledge or new skills regarding their work. With increasingly advanced developments, employees must be able to adapt to all conditions. Increasingly heavy workloads, many needs that need to be met, income levels that do not match the cost of living, increasingly fierce competition and so on can become threats to survival.

Companies that want to compete with other industries must have a competitive advantage that is difficult to imitate, which can only be obtained by having productive, creative and innovative employees. Employees who have these criteria can only be had through the application of appropriate human resource concepts and techniques as well as leaders who can motivate employees to achieve company goals. In an effort to provide increased performance for employees, they must be able to utilize the motivation of their followers, this is because motivation is related to the style being directed. In this case, it can be used by leaders in an organization to provide motivation to their employees.

Employee performance can be improved by providing a good example from a leader, motivating employees and always paying attention to employees at work, especially those who experience unusual

behavior. The success of management in managing a company will be largely determined by the ability to manage and use the human resources owned by a company. Motivation is a force that encourages a person to carry out an action or not, essentially existing internally and externally which can be positive or negative to direct it, it really depends on the toughness of the leader (Wiryang et al., 2019). Work motivation is an important factor that can influence employee performance in an organization. High motivation will encourage employees to work better and achieve optimal results, while low motivation can have a negative impact on productivity and performance. This motivation can be a passion for someone to carry out an activity to obtain maximum results. Thus, it is not surprising that employees who have optimal work motivation generally have high performance too. Therefore, apart from being disciplined at work, it would be good if employee work motivation must be increased and maximized so that employees can improve effective performance (Irawan et al., 2022).

Employee performance and workload are related to each other, because in an organization, to assign the right position to its employees, you can look at the workload first. This is done so that employee performance can increase and they are comfortable with the work they have. Employees and workload both have a big influence on the company. Companies must obey the regulations made by the government and must comply with predetermined standards, but companies can also pay more attention to the condition of their employees and their performance so that the company's goals that should be achieved can be easily implemented.

Therefore, leaders to provide motivation must first investigate the various needs that might motivate the employee, which ones are more effective and can be emphasized and applied as an influence to improve the employee's performance. By fulfilling and understanding this, it is hoped that it will be an incentive for employees to work harder. This requires the role of leaders to provide encouragement to improve the quality of employees, especially based on improving the performance of these employees. Therefore, the function of leadership in an organization or company is more important because leadership is a separate part of management. This is because the ability of leaders to lead well and effectively can certainly influence the ability to manage as well as the ability to use leadership style and influence employees in achieving organizational goals to improve performance (Fauzi et al., 2023). This article seeks to analyzes the influence of motivation (X1) and workload (X2) on employee performance (Y) in a review of human resource management literature.

2. Literature Review

2.1. Work motivation

Motivation is one of the things that influences human behavior. Motivation is also called a driver, desire, supporter or needs that can make someone enthusiastic and motivated to reduce. Motivation is the desire to try as hard as possible to achieve organizational goals which are conditioned or determined by the ability of the business to meet an individual's needs. Motivation is a condition or energy that moves employees who are directed or focused on achieving the company's organizational goals. It is the employee's pro and positive mental attitude towards the work situation that strengthens their work motivation to achieve maximum performance (Hernaningsih, 2022).

Work motivation is very important for companies to be able to increase productivity and ensure efficient business work which can improve employee performance. Employees who have high motivation will have enthusiasm and passion for work, so they can improve optimal performance. Employees who are well motivated can increase loyalty to the company, high work motivation has high morale and commitment to the company. Therefore, work motivation can reduce employee turnover and reduce new employee recruitment activities (Fauzi et al., 2023).

Every organization certainly wants to achieve goals, to achieve these goals the role of the people involved is very important. To move people to conform to what the organization desires, it is necessary to understand the motivation of the people who work in the organization, because this motivation is what determines people's behavior at work, or in other words, behavior is the simplest reflection of motivation (Rozalia et al., 2015). Indicators of work motivation on employee performance can be seen from several aspects, like :

a. Productivity Level: Employees who have high work motivation tend to have better productivity levels. They will be more enthusiastic in completing their tasks and achieving the work targets set.

b. Quality of Work: High motivation will encourage employees to work more carefully and thoroughly, so that the quality of the work produced will be better.

c. Initiative and Creativity: Motivated employees will tend to be more proactive in looking for new ways to complete work more effectively and efficiently. They take the initiative to propose innovative ideas.

d. Work Discipline: Motivated employees will have better levels of attendance and work discipline. They will be more responsible and reliable in completing their tasks.

e. Job Satisfaction: High work motivation will increase employee job satisfaction. They feel more valued and feel that their contributions are recognized by the organization.

f. Initiative and creativity: Initiative is defined as the strength or ability of an employee or employee to start or continue a job with full energy without any encouragement from other people, or of his own free will, while creativity is the ability of an employee or employee to find new relationships and make new combinations so you can discover something new. In this case, something new does not mean that it did not exist before, but this new something can be something that was not previously known.

These indicators can be used to evaluate the extent to which employee work motivation has a positive impact on their performance in the organization.

2.2. Work load

Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Permendagri No.12/2008 states that workload is the amount of work that must be carried out by a position or organizational unit and is the product of work volume and time norms. If the worker's abilities are higher than the job demands, feelings of boredom will arise. However, on the contrary, if the worker's abilities are lower than the demands of the job, then more fatigue will appear. The workload imposed on employees can be categorized into three conditions, namely workload that meets standards, workload that is too high (over capacity) and workload that is too low (under capacity).

The definition of workload is a number of activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of the work of an organizational unit (Hardono et al., 2019). Based on several definitions of workload above, it can be concluded that workload is a series of activities that must be completed by an organizational unit or position holder within a certain period of time.

Measuring workload provides several benefits for organizations. Cain (2007) explains that the very basic reason for measuring workload is to quantify the mental costs that must be incurred in carrying out a job in order to predict system and worker performance (Rolos et al., 2018). Several indicators of the influence of workload on employee performance:

a. Productivity: Workloads that are too high can reduce employee productivity. Employees become tired and cannot work optimally.

b. Quality of Work: Excessive workload can cause employees to do work in a hurry, thereby reducing the quality of work results.

c. Error Rate: Employees with too high a workload tend to make mistakes more easily in their work.

d. Absenteeism: Excessive workload can cause employees to be absent frequently due to illness or fatigue.

e. Job Satisfaction: High workload can reduce employee job satisfaction. They feel burdened and underappreciated.

f. Work Motivation: A workload that is too high can reduce employee work motivation. They feel physically and mentally drained.

g. Work Stress: Excessive workload can cause prolonged work stress which is better.

These indicators can be used to identify the extent to which workload affects employee performance in an organization. Good workload management is very important to maintain optimal employee performance.

2.3. Employee performance

Performance is a function of motivation and ability to complete a task or job, someone must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it. Performance is the real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the organization. Factors that influence employee performance include education, skills, leadership management, income level, salary, social security, facilities and infrastructure, technology, and opportunities. Compensation received by employees, such as salary increases and giving rewards, can motivate employees to continue improve the performance.

The term performance comes from the words Job Performance or Actual Performance (work performance or actual achievement achieved by a person), namely the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This understanding provides an understanding that performance is a person's actions or behavior in carrying out their duties, which can be observed and assessed by other people (Widodo & Yandi, 2022).

Company performance is the level of achievement of results in order to realize company goals. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company. Based on several opinions about performance, it can be concluded that the definition of performance contains the substance of a person's achievement of work results. Thus, performance is a reflection of the results achieved by a person or group of people. There is a close relationship between individual performance and institutional performance or corporate performance. In other words, if employee performance (individual performance) is good, it is likely that the company's performance (corporate performance) will also be good (Trisianawati & Ingsih, 2014).

To improve employee performance, one aspect that is needed is leadership that suits employees. Leaders have an important role in improving employee performance. A good leader is able to motivate employees to act professionally in their work so that company goals can be achieved (Sinambela & Lestari, 2022). According to Mangkunegara (in Suhendri, 2018), work indicators are as follows:

a. Work quality refers to how well an employee completes the tasks that must be completed.
b. One of the quantities of workers' labor is the number of hours worked in one day. The quantity of this work can be seen from the work speed of each individual employee.
c. Task execution is the process by which several junior employees are able to carry out their work correctly or without errors.
d. Responsibilities: this application will be added to employees who accommodate each other's work in the company.

3. Methodology

In this study, method Systematic Literature Review (SLR) is applied with the aim of conducting a systematic and comprehensive literature evaluation regarding the specified topic. This method involves collecting and analyzing all relevant data to gain a comprehensive understanding. Types of data used by authors in library research. Library research is a method used to collect data or sources related to the topic raised in the research. Then use the descriptive analysis method to analyze the data obtained. The descriptive analysis method is carried out by describing the facts, then analyzing the facts, not only describing them, but also providing adequate understanding and explanation.

The most common reasons for conducting an SLR are firstly to summarize existing evidence on the topic, secondly to identify gaps in current research and provide suggestions for future investigation, and thirdly to provide background for positioning new research activities. The first, or planning, phase begins with creating review questions (RQ) and developing a structured process based on the research topic. The second step, namely Doing, or executing, involves identifying relevant literature, abstract screening, and data extraction. Finally, reporting or reporting consists of summarizing research findings (Zaqiyah et al., 2023).

3.1. Planning/Planning

This step begins with formulating a research question (Research Question) as a means of searching, selecting and analyzing literature material related to the research question. Research questions are developed based on the needs identified by the selected topic. The following research questions are related to this research:

Table 1. Research Questions

	Question
RQ1	Does motivation influence employee work?
RQ2	Does workload affect employee work?

3.2. Conducting

At this stage there are several steps, the first step is identifying literature which aims to obtain relevant sources to answer the Research Question (RQ1 and RQ2). The source used in this research is a national journal which discusses motivation and workload on employee performance. The journal search process is carried out using a search engine (Google Chrome) with the site address https://scholar.google.com. The second step is Inclusion and Exclusion Criteria. This stage is carried out to decide whether the data found is suitable for use in SLR research or not. The third step is Quality Assessment. In SLR research, the data found will be evaluated based on quality assessment criteria questions. The final step of the conducting stage is to synthesize data with the aim of analyzing and evaluating various research results from various literature.

Tabel 2. Quality Asessment

	Quality Assessment Criteria	Meet the criteria	
		Of	No
QA1	Is the journal published in 2018-2023?		
QA2	Is the journal related to motivation, burden and performance?		
QA3	Can the journal be accessed via the site https://scholar.google.com/		

Table 3. Data Search Results

Database Source	Search Intervention	Detected Google
Google Scholar	Search by say the key to "motivation";	1.200
	"Burden work"; "employee performance"	15
	Selected articles Relevant articles	8

The search string/keywords used in this research were the keywords "Motivation", "Workload" and "Employee Performance", which ultimately found 13 relevant articles. The search string above was applied to search all parts of the article, such as title, abstract, keywords, and main section in the Google Scholar electronic database. The search process begins in June 2024. The next step is to determine the article category by exceptions or exclusion criteria and inclusion articles which is one of the mapping study activities to exclude irrelevant articles and include relevant articles (Zaqiyah et al., 2023). In this study, we formulated exclusion and inclusion criteria to make mapping easier.

Table 4. Inclusion and Exclusion Criteria

Inclusion	Exclusion
Research that focuses on motivation, workload and employee performance	Journal Which No discuss motivation, workload and employee performance

Inclusion	Exclusion
Indonesian and Bahasa	Languages other than Indonesian and English
Language Indonesia and Language English	Dissertation, thesis, part book, unclear product descriptions, presentations, work reports and literature
Only journals and conference papers	Articles that have not been peer reviewed
Journals that have been published/owned DOI (Digital Object Identifier)	Reporting The reporting stage is the final stage in systematic literature review research

This stage includes writing the results of the systematic literature review in written form according to a predetermined format.

4. Results and Discussion

4.1. The influence of work motivation on employee performance

Employee work motivation influences employee performance that can be achieved on the job. Motivation is a person's encouragement to take action to achieve the direction they want. Rivai (2011:838) believes that basically motivation encourages employees to be able to work hard to achieve their desired goals. This will improve employee performance so that it will influence the achievement of company goals. This means that any increase in employee work motivation will provide a very significant increase in employee performance in carrying out their work (Rozalia et al., 2015).

A person's motivation at work is usually a complicated matter, because motivation includes individual factors and organizational factors. Those that are classified as individual factors are: needs, goals, attitudes and abilities. Meanwhile, factors that originate from the organization include: salary, job security, co-workers, supervision, praise and the job itself.

Employees who are motivated or driven to do a job will have the enthusiasm to carry out their duties, thus employees will be able to achieve performance. The level of motivation given by leaders to employees will also influence the level of performance obtained by employees, where employees who receive high motivation will also have high performance. Vice versa, if the motivation given to employees is low then performance will also decrease (Jahroni & Darmawan, 2022).

4.2. The effect of workload on employee performance

According to Rolos et al (2018) the workload for employees in a company should not increase which could cause a decrease in employee performance potential. This means that companies should not give excessive workloads to employees, because excessive workloads can reduce employee performance at work, thereby affecting workloads on employee performance.

Employee performance will be maximum if the work load indicators will be maximum if the work indicators are met in a balanced manner such as targets that must be achieved, work conditions and work standards. Setting job targets is adjusted to employee abilities. Excessive workloads can cause adverse reactions, for example causing fatigue both physically and mentally and emotional reactions such as headaches, indigestion and irritability. However, if the workload is too small then the work handled will only have a little movement and will cause boredom (Nurhandayani, 2022).

5. Conclusion

Employee motivation and work environment significantly impact performance. Motivated employees with high self-esteem strive to excel. Organizations can boost motivation through incentives, training, and career development. However, excessive workload can lead to stress and hinder performance. Companies must ensure a reasonable workload to optimize employee output. In conclusion, high motivation and controlled workload are crucial for optimal employee performance and achieving company goals. Effective human resource management requires balancing these factors.

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