

The Effect of Workload, Work Discipline, and Work Motivation on Employee Performance in the Legal and Cooperation Section of the Secretariat of the Directorate General of Sea Transportation

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Abstract

The Employee performance is an important factor in supporting the effectiveness of the implementation of tasks and functions within government organizations. Various human resource management factors are believed to influence employee performance, including workload, work discipline, and work motivation. This study aims to analyze the effect of workload, work discipline, and work motivation on employee performance in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation. This research employs a quantitative approach using a survey method. The population of this study consists of all employees in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation, with a total of 56 respondents. Data were collected through questionnaires using a Likert scale and analyzed using multiple linear regression analysis. Prior to conducting the regression analysis, the data were first tested through validity tests, reliability tests, and classical assumption tests. The results of the study indicate that simultaneously, workload, work discipline, and work motivation have a significant effect on employee performance. Partially, work discipline and work motivation have a positive and significant effect on employee performance, while workload does not have a significant effect on employee performance. The coefficient of determination (R^2) value of 0.308 indicates that workload, work discipline, and work motivation are able to explain 30.8% of the variation in employee performance, while the remaining variation is influenced by other factors outside the research model. Based on the findings, it can be concluded that improving employee performance in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation is more effectively achieved through strengthening work discipline and enhancing work motivation rather than merely adjusting workload. The results of this study are expected to serve as a consideration for leaders in formulating human resource management policies to improve employee performance sustainably.

Keywords: Workload, Work Discipline, Work Motivation, Employee Performance

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INTRODUCTION

Improving employee performance is an important agenda in public sector organizations because it is directly related to service quality, regulatory compliance, and the accountability of government administration. In the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation, employee performance largely determines the accuracy

of legal reviews, regulatory support, the preparation of cooperation documents, and secretarial services that form the basis for organizational decision-making.

Conceptually, performance is understood as the results achieved. Employee performance serves as a key indicator of an organization's success. The output produced, whether products or services, is strongly influenced by the extent to which employees are able to carry out their duties and responsibilities effectively and efficiently (Ansar, 2022). According to (Alam et al., 2022), performance is the result achieved by individuals or groups in an organization, related to the execution of tasks in accordance with the responsibilities and authority they hold in order to realize organizational goals. Furthermore, (Yolinza & Marlius, 2023) define performance as the level of success of a person in completing tasks within a certain period, referring to targets, standards, or criteria that have been set in advance. Meanwhile, (Sofianti, 2021) considers employee performance as a concrete manifestation of planning implementation, encompassing management functions such as planning, organizing, implementing, and supervising.

Employee performance in government agencies is more urgent than in private organizations. This is due to the government's role as a provider of public services that must uphold standards of quality, transparency, accountability, and timeliness (Amelia et al., 2022). Any shortcomings in employee performance can directly affect public satisfaction and the image of state institutions in the eyes of the public. Therefore, improving the performance of civil servants is an urgent need that cannot be compromised. In essence, employee performance results from the interaction of various internal and external organizational factors (Pusparani, 2021). Internal factors include motivation, competence, and individual attitudes toward work, while external factors relate to the work environment, organizational policies, and the workload assigned. The combination of these factors will determine the extent to which an employee can contribute optimally to achieving organizational goals.

Many factors can influence performance; however, this study focuses on workload, work discipline, and work motivation because the three are closely related to task demands, compliance with procedures, and achievement drive. Workload is one of the aspects that most often attracts attention, from both management and employees. Excessive workload—for example, due to accumulating tasks, pressure to complete assignments in a short time, or job complexity that exceeds employee capacity—can cause physical and mental fatigue. This condition has the potential to reduce productivity, lower accuracy, and even create work stress that affects overall performance quality. Conversely, a proportionally designed workload can increase work enthusiasm (Fajri & Rahman, 2021). In general, workload describes the relationship between the job demands received by an individual and the individual's capacity or ability to meet those demands (Nurhandayani, 2022). If job demands exceed individual capacity, fatigue, stress, and decreased work productivity will occur. Conversely, when workload is balanced, employees will be more focused, efficient, and able to achieve optimal results. Employees who feel that their work matches their abilities and capacity will be encouraged to work more focusedly, disciplinedly, and responsibly (Fauzi et al., 2023). Balance between job demands and employee capabilities creates a healthy working condition, so that not only individual performance improves but also overall organizational effectiveness. To maintain this balance, a control factor is needed to ensure that employees work according to applicable rules and standards.

In addition, work discipline is a fundamental aspect that determines the consistency of employee performance (Adinda et al., 2023). The concept of discipline is not merely compliance with formal organizational rules; it also reflects responsibility, integrity, and an individual's commitment to the tasks undertaken. Disciplined employees consistently place obligations above personal interests, so that work can be completed on time and in accordance with established standards. When discipline is high, work processes can run more smoothly because each individual understands their role and works in alignment with the organizational system (Pranitasari, 2021). According to (Nurhalizah & Oktiani, 2024), work discipline is an attitude that reflects respect and obedience to applicable rules, both written and unwritten, as well as readiness to carry out duties and responsibilities without avoiding the consequences or sanctions that may arise from violations. (Suryawan & Salsabilla, 2022) define discipline as an individual's awareness and willingness to comply with all regulations within the organization and agreed social norms. Discipline aims to prevent violations of agreed provisions through the application of appropriate sanctions or penalties to individuals or groups who violate them. Discipline is reflected in the willingness to consistently follow organizational decisions in order to achieve order and work effectiveness.

(Nurhalizah & Oktiani, 2024; Suryawan & Salsabilla, 2022; Abdullah et al., 2023). However, discipline alone is not sufficient to ensure optimal performance, because employees also need an inner drive to remain enthusiastic in carrying out their tasks. This inner drive is work motivation.

Work motivation is a determining factor that encourages employees to be enthusiastic in delivering their best performance (Febrina, 2024). Motivation functions as driving energy that directs individual behavior to focus on achieving organizational goals. According to (Faizi et al., 2022) sources of motivation can come from two sides: intrinsic and extrinsic. Intrinsic motivation grows from within employees, such as pride in the profession, the desire to achieve, and inner satisfaction when successfully completing tasks. Meanwhile, extrinsic motivation is influenced by external factors, such as incentives, reward systems, promotion opportunities, and a supportive work environment. According to Hasibuan (Rahayu & Kurniawan, 2022), work motivation is the provision of a driving force to a person so that they are willing to work enthusiastically and responsibly to achieve optimal work results. Motivation is important because it is directly related to productivity, job satisfaction, and employee loyalty to the organization. Employees with high motivation tend to work more disciplinedly, proactively, and are able to complete tasks with good quality. Conversely, low motivation will lead to boredom, reduce work spirit, and result in decreased productivity and service quality.

Empirically, research findings on the effects of these three variables on performance remain mixed. In some studies, workload can decrease or increase performance depending on the context and organizational support (Inegbedion et al., 2020; Nurhandayani, 2022). On the other hand, work discipline is relatively consistent in showing a positive relationship with performance because it encourages timeliness, compliance, and task completion according to standards (Abdullah et al., 2023). Work motivation also tends to improve performance by strengthening intensity, persistence, and achievement orientation (Pancasila et al., 2020).

The Legal and Cooperation unit has job characteristics that require high accuracy, strict compliance with SOPs, and cross-unit coordination. Therefore, empirical evidence in this unit is needed to identify which factors contribute most to employee performance so that performance improvement interventions can be more targeted.

This study aims to analyze the effects of workload, work discipline, and work motivation on employee performance, both partially and simultaneously, in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation. The conceptual framework of this study is presented below:

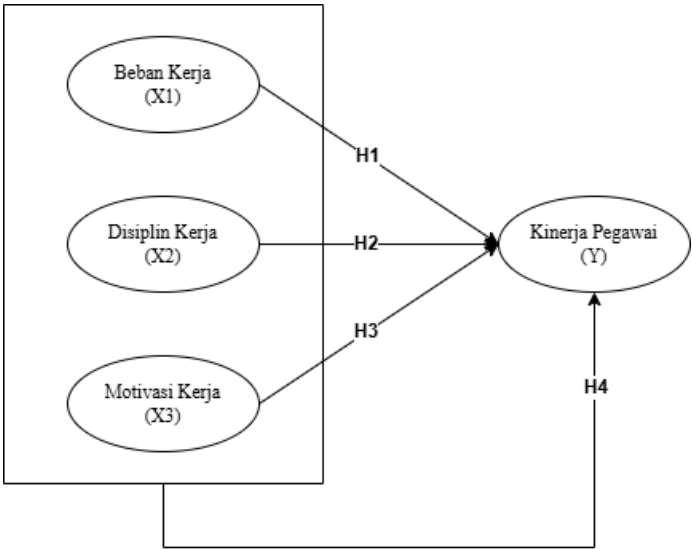


Figure 1. Conceptual Framework

METHODS

This study uses a quantitative approach with a survey method. This approach was selected because it is appropriate for objectively and measurably testing relationships among variables

using data obtained from respondents through a research instrument in the form of a questionnaire.

Data were collected cross-sectionally, meaning that the data were gathered at a single point in time from all employees who served as respondents in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation, Ministry of Transportation of the Republic of Indonesia. The survey method was chosen because it can describe actual conditions in the field directly through primary data obtained from questionnaires. Data analysis in this study was conducted using the Statistical Package for the Social Sciences (SPSS).

The study population consisted of all employees in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation. Given that the population size was relatively small and fully accessible, this study employed a saturated sampling (census) technique, with 56 employees as respondents.

The research instrument used a 1-5 Likert scale. Variable operationalization referred to the following indicators: (1) Workload (X1): targets to be achieved, working conditions, and work standards; (2) Work Discipline (X2): punctuality, time utilization, attendance, compliance with rules, and work targets and work reports; (3) Work Motivation (X3): physiological needs, safety and security needs, social needs, esteem needs, and self-actualization; and (4) Employee Performance (Y): quantity, quality, efficiency, discipline, initiative, accuracy, and leadership.

Data were analyzed using SPSS through validity testing (Pearson Product Moment correlation), reliability testing (Cronbach's Alpha), classical assumption testing (normality, multicollinearity, and heteroscedasticity), and hypothesis testing using multiple linear regression. The tests were conducted to assess the partial effects of the independent variables (t-test) and their simultaneous effects (F-test), as well as the explanatory power of the model (coefficient of determination/R²).

Table 1. Operationalization of Research Variables

Variable	Indicators	Scale
Workload (X1) (Nurhandayani, 2022) (Fransiska & Tupti, 2020)	- Targets - Working conditions - Work standards	Likert 1-5
Work Discipline (X2) (Dwiyatsa & Lestari, 2025) (Rastana et al., 2021)	- Punctuality - Time utilization - Attendance - Compliance with rules - Work targets & work reports	Likert 1-5
Work Motivation (X3) (Elshanty, 2021) (Ramadhana & Prasetyo, 2025)	- Physiological needs - Safety and security needs - Social/acceptance needs - Esteem/status needs - Self-actualization needs	Likert 1-5
Employee Performance (Y) (Elshanty, 2021) (Wardana et al., 2023)	- Quantity of work output - Quality of work output - Efficiency in completing work - Work discipline - Initiative - Accuracy - Leadership	Likert 1-5

RESULTS AND DISCUSSION

The reliability test results show a Cronbach's Alpha value of 0,865, indicating that the research instrument is reliable. The Kolmogorov-Smirnov normality test produced a significance value of 0,200 ($>0,05$), indicating that the residuals are normally distributed. The multicollinearity test shows tolerance values of 0,910-0,970 and VIF values of 1,030-1,098, indicating no multicollinearity. The Glejser heteroscedasticity test shows that all variable significance values are $>0,05$ (workload 0,666; work discipline 0,400; work motivation 0,812), indicating that the model does not suffer from heteroscedasticity.

Multiple linear regression analysis produced the following equation: $Y = 6,325 + 0,161X_1 + 0,595X_2 + 0,271X_3$. The coefficients indicate that work discipline has the largest effect on employee performance, followed by work motivation, while workload has the smallest effect.

Partially, workload does not have a significant effect on performance (Sig. 0,504). Work discipline has a positive and significant effect on performance (Sig. 0,001). Work motivation also has a positive and significant effect on performance (Sig. 0,003).

Simultaneously, workload, work discipline, and work motivation have a significant effect on employee performance ($F = 7,711$; Sig. 0,000). The coefficient of determination (R^2) of 0,308 indicates that workload, work discipline, and work motivation explain 30,8% of the variation in employee performance, while the remaining variation is influenced by other factors outside the model.

The finding that workload has no significant effect can be interpreted as indicating that, in a work unit with clear work standards and procedures, employees tend to be able to adjust to task demands; therefore, variations in workload are not directly reflected in variations in performance. Meanwhile, work discipline becomes the dominant factor because punctuality, compliance with SOPs, and consistent reporting strongly determine the smooth delivery of legal and cooperation services. The effect of motivation confirms that the fulfillment of needs and the drive to achieve encourage employees to maintain work quality, accuracy, and initiative.

Overall, the interpretation of the results indicates that improving employee performance in the Legal and Cooperation Division of the Secretariat of the Directorate General of Sea Transportation is more effectively achieved through strengthening work discipline and enhancing work motivation than through workload adjustments alone. Work discipline is the most dominant factor in determining performance, while work motivation serves as an internal driver that reinforces employees' efforts to achieve optimal work outcomes. This finding is consistent with most previous studies and provides a strong empirical basis for developing human resource management policies oriented toward work behavior and strengthening employee motivation.

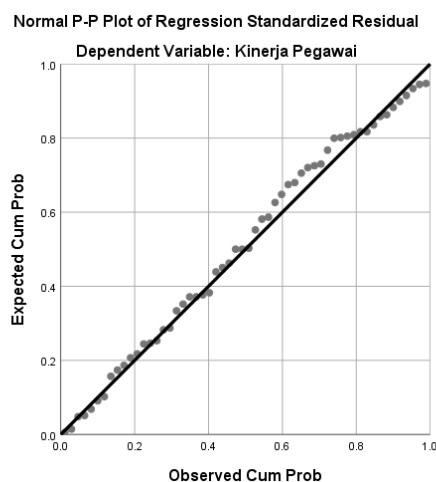


Figure 2. Normality Test

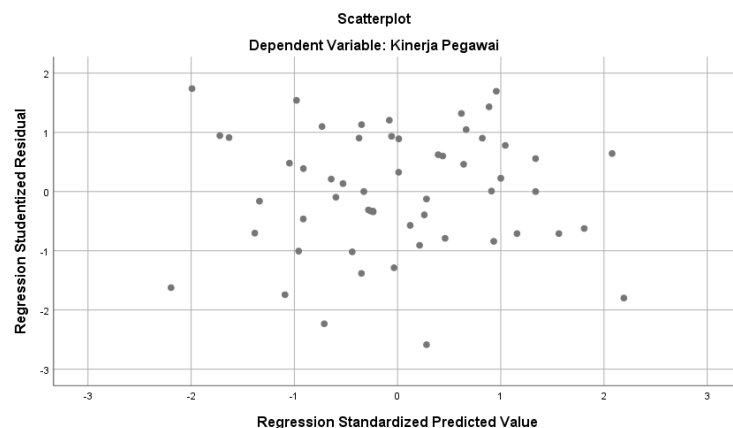


Figure 3. Heteroscedasticity Test

Table 2. Multiple Linear Regression Results (Partial Test)

Variable	Coefficient (B)	Sig.	Remarks
Workload (X1)	0,161	0,504	Not significant
Work Discipline (X2)	0,595	0,001	Significant (+)
Work Motivation (X3)	0,271	0,003	Significant (+)

Table 3. Simultaneous Test Results and Coefficient of Determination

F	Sig.	R	R2	Adjusted R2
7,711	0,000	0,555	0,308	0,268

Table 4. F-Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	317.575	3	105.858	7.711	0.000
Residual	713.854	52	13.728	–	–
Total	1.031.429	55	–	–	–

CONCLUSION

Based on the analysis results, it can be concluded that: Workload does not have a significant effect on employee performance in the Legal and Cooperation Division (Sig. 0,504). The analysis indicates that workload does not have a significant effect and therefore does not produce a measurable impact on employee performance. This finding suggests that the magnitude of the workload received by employees does not directly increase or decrease their performance. Work discipline has a positive and significant effect on employee performance (Sig. 0,001) and is the most dominant factor. This indicates that good discipline—characterized by compliance with rules, punctuality, and responsibility in carrying out duties—contributes significantly to improving employee performance. Work motivation has a positive and significant effect on employee performance (Sig. 0,003). Employees' intrinsic and extrinsic drives make them more enthusiastic, focused, and committed to completing their work. The results indicate that higher employee motivation is associated with higher quality and productivity in work output. Simultaneously, workload, work discipline, and work motivation significantly affect performance ($F = 7,711$; Sig. 0,000), with an explanatory power of 30,8% ($R^2 = 0,308$). This indicates that the three independent variables together significantly explain variations in employee performance. However, partially, only work discipline and work motivation have significant effects.

The practical implication of this study is the need to strengthen work discipline policies (attendance monitoring, SOP compliance, and consistent reward-punishment mechanisms) as well as strategies to enhance motivation (performance appreciation, development opportunities, and work support). Periodic workload mapping is still necessary to prevent work fatigue and maintain output quality, even though workload was not proven to have a significant effect in this model.

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