

**THE INFLUENCE OF WORKLOAD AND MOTIVATION ON
EMPLOYEES' PERFORMANCE IN PERUM BULOG
DIVRE LAMPUNG**

(Undergraduate Thesis)

By

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FACULTY OF ECONOMICS AND BUSINESS

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ABSTRACT

THE INFLUENCE OF WORKLOAD AND MOTIVATION ON EMPLOYEE'S PERFORMANCE IN PERUM BULOG DIVRE LAMPUNG

By

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This research discusses about the influence of workload and motivation on employee's performance in Perum Bulog Divre Lampung. The problems found are that the employees of Perum Bulog Divre Lampung have the relatively high workload by seeing the quantity of their work which they have to achieve. This research aims to search: (1) the influence of workload on employees' performance in Perum Bulog Divre Lampung (2) The influence of motivation on employees' performance in Perum Bulog Divre Lampung (3) The simultaneous influence of workload and motivation on employees' performance in Perum Bulog Divre Lampung.

Hypotheses used in this research are: (1) The workload has positive influence on employees' performance in Perum Bulog Divre Lampung (2) Motivation has positive influence on employees' performance in Perum Bulog Divre Lampung (3) Workload and motivation have simultaneous influence on employees' performance in Perum Bulog Divre Lampung.

This research is catagorized as a survey research. Types of data used in this research is quantitative data or shaped number. The instrument of this research uses questionnair. Population in this research is the whole employees of Perum Bulog Divre Lampung numbered 103 people. Validity test uses *Factor Analysis* meanwhile the reability test uses *Alpha Cronbach*. Multiple Linear Regression Analysis is used to test the hypothesis in this research.

The results of the study at a significance level of 5% found that: (1) Workload has positive and significant influence on employee's performance in Perum Bulog Divre Lampung.

(2) Motivation has positive and significant influence on employee's performance in Perum Bulog Divre Lampung. (3) The workload and motivation simultaneously influence employees' performance in Perum Bulog Divre Lampung.

Suggestions for Perum Bulog Divre Lampung are (1) Being more concerned about the workload that will be burdened to employees such as the time required to complete tasks and mental activity of each employee so that each individual can obtain tranquility in performing required tasks (2) Being more concerned to improve the motivation by paying more attention about employees' job security, especially for employees who work in the field, implement discipline among employees so that their achievements will be increased, as well as creating an environmental work better so that employees will feel more comfortable in working and growing bonds of friendship which will mutually support each other. (3) Should improve the knowledge of each employee in order to be more uptodate so that they can improve performance by adding skills and the way they have to find creative solutions in case of happenning problems in their work.

Key Words: Workload, Motivation, Performance

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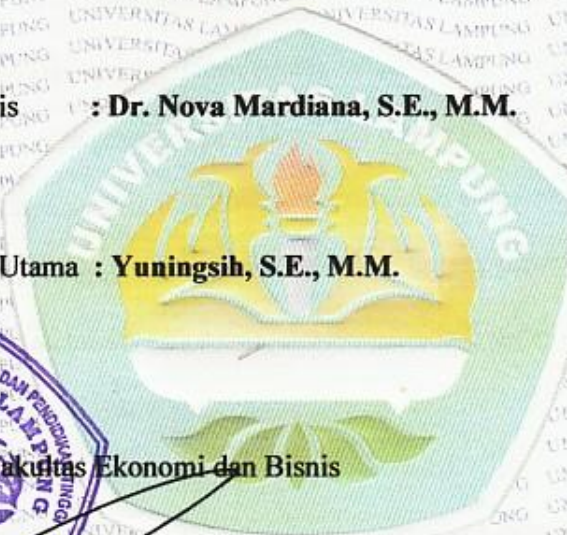
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Dengan ini menyatakan bahwa penelitian ini adalah hasil pekerjaan saya sendiri, dan dalam skripsi ini tidak terdapat keseluruhan atau sebagian tulisan dari orang lain yang saya ambil dengan cara menyalin atau meniru dalam bentuk rangkaian kalimat atau simbol yang menunjukkan gagasan atau pendapat pemikiran dari penelitian lain, yang saya akui seolah-olah sebagai tulisan saya sendiri, dan tidak terdapat bagian atau keseluruhan tulisan yang saya salin, tiru, atau yang saya ambil dari tulisan orang lain tanpa pengakuan peneliti aslinya. Demikianlah pernyataan ini saya buat dengan sesungguhnya, untuk dapat dipergunakan dengan sebagaimana mestinya.

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BIOGRAPHY

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(Q.S. Al-Bawarah: 153)

“The greatest obstacle to discovery is not ignorance; it is the illusion of knowledge”

(Daniel J. Boorstin)

“If you want something you’ve never had, you must be willing to do something you’ve never done

(Anonymous)

“Success consists of going from failure to failure without loss of enthusiasm”

(Winston Churchill)

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CONTENTS

Abstract.....	i
Content of Table	iv
Content of Figure	vi
Content of Appendix	vii
I. INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	8
1.3 Research Objective	8
1.4 Benefits of Research	9
II. LITERATURE REVIEW, CONCEPTUAL FRAMEWORK AND HYPOTHESES	10
2.1 Human Resource	10
2.1.1 The definition of Human Resource	10
2.1.2 The Function of Human Resource	11
2.2 Workload	13
2.2.1 The Definition of Workload	13
2.2.2 Factors Influenced Workload	14
2.3 Motivation	15
2.3.1 The Definition of Motivation	15
2.3.2 Motivation Objective	15
2.3.3 Motivation Theory	16
2.3.4 Motivations Measures	18
2.4 Performance	19
2.4.1 The Definition of Performance	19
2.4.2 Factors Influenced Performance	20
2.4.3 Indicators of Performance	20
2.5 Previous Research	21
2.6 Conceptual Framework	23
2.7 Hypotheses	27
III. RESEARCH METHOD	28
3.1 Research Object	28
3.2 Research Design	28
3.3 Identification of Research Variables	29
3.4 Source of Data	29
3.5 Population and Sample	30
3.6 Data Collection Method	30
3.7 Operational Definition and Measurement Variables	31

3.8	Research Instrument Test	32
3.8.1	Validity Test	33
3.8.2	Reliability Test	33
3.8.3	Normality Test	34
3.9	Description of The Survey Result	35
3.10	Data Analysis	35
3.11	Analysis Data Method	36
3.12	Hypotheses Testing	37
3.12.1	T test (Partial)	37
3.12.2	F test (Simultaneous)	38
IV.	RESULT AND DISCUSSION OF RESEARCH	39
4.1	Characteristics of Respondents	39
4.1.1	Characteristics of Respondents by Age	39
4.1.2	Characteristics of Respondents by Gender	40
4.1.3	Characteristics of Respondents by Educational Level	40
4.1.4	Characteristics of Respondents by Length of Work ...	41
4.2	Quantitative Analysis	42
4.2.1	Validity Test	42
4.2.2	Reliability Test	44
4.2.3	Normality Test	45
4.3	Discussion	46
4.3.1	Descriptive Statistics Analysis	46
4.4	Data Analysis	58
4.4.1	Multiple Linear Regression Analysis	58
4.4.2	T test (Partial)	60
4.4.3	F test (simultaneous)	62
4.5	Result	64
4.5.1	The Influence of Workload on Performance	64
4.5.2	The Influence of Motivation on Performance	64
4.5.3	The Simultaneous Influence of Workload and Motivation on Performance	65
V.	CONCLUSION, SUGGESTION, AND LIMITATION OF RESEARCH	66
5.1	Conclusion	66
5.2	Suggestion	66
5.3	Research Limitation	67
REFERENCES	68
APPENDIX	71

CONTENT OF TABLE

Table 1	The Number of Employees' Education in Perum Bulog Divre Lampung	3
Table 2	List of Employees' Salaries in Perum Bulog Divre Lampung	4
Table 3	Working Hours of Employees in Perum Bulog Divre Lampung	5
Table 4	Previous Research	21
Table 5	Operational Definition and Measurement Variables	32
Table 6	Characteristics of Respondents by Length of Age	39
Table 7	Characteristics of Respondents by Length of Gender	40
Table 8	Characteristics of Respondents by Length of Educational Work ..	40
Table 9	Characteristics of Respondents by Length of Work	41
Table 10	Result of Validity Test	42
Table 11	Coefficient Values of r Cornbach's Alpha	44
Table 12	Result of Reliability Test	44
Table 13	Result of Normality Test	46
Table 14	Percentage of Respondents Statement of Workload Based on Mental Demand	47
Table 15	Percentage of Respondents Statement of Workload Based on Physical Deman	47
Table 16	Percentage of Respondents Statement of Workload Based on Temporal Deman	48
Table 17	Percentage of Respondents Statement of Workload Based on Effort	49
Table 18	Percentage of Respondents Statement of Workload Based on Frustration	49
Table 19	Percentage of Respondents Statement of Motivation Based on Job Security	50

Table 20 Percentage of Respondents Statement of Motivation Based on Institutional Policy	51
Table 21 Percentage of Respondents Statement of Motivation Based on Development	52
Table 22 Percentage of Respondents Statement of Motivation Based on Salary	52
Table 23 Percentage of Respondents Statement of Motivation Based on Colleagues	53
Table 24 Percentage of Respondents Statement of Motivation Based on Supervision	53
Table 25 Percentage of Respondents Statement of Employees' Performance Based on Work Performance	54
Table 26 Percentage of Respondents Statement of Employees' Performance Based on Contextual Performance	55
Table 27 Percentage of Respondents Statement of Employees' Performance Based on Counterproductive Work Behavior	57
Table 28 Multiple Linear Regression Analysis Result	59
Table 29 The t-test results for Hypotheses I	61
Table 30 The t-test results for Hypotheses II	61
Table 31 F test Result	63

CONTENT OF FIGURE

FIGURE		Page
1	Graph of Target and Actual Distribution of Raskin Perum Bulog Divre Lampung	6
2	Performance Appraisal of Employees in Perum Bulog Divre Lampung	7
3	Conceptual Framework	26

CONTENT OF APPENDIX

APPENDIX

- 1** Research Questionnaire
- 2** Organizational Structure and Vision Mission of Perum Bulog Divre Lampung
- 3** Job Description of Employees in Perum Bulog Divre Lampung
- 4** Workload Output (X1)
- 5** Motivation Output (X2)
- 6** Performance Output (Y)
- 7** Validity Test of Workload (X1)
- 8** Validity Test of Motivation (X2)
- 9** Validity Test of Performance (Y)
- 10** Reliability Test of Workload (X1)
- 11** Reliability Test of Motivation(X2)
- 12** Reliability Test of Performance(Y)
- 13** Respondent Frequency Response
- 14** Regression Test Result
- 15** Normality Using Kolmogorov-Smirnov
- 16** Characteristics of Respondents Output

I. INTRODUCTION

1.1 Background

One of the factors in determining success is performance or productivity of employees. In this globalization era, every company or either government-owned agencies and private companies are demanded to improve more in every kind of aspects in order to achieve the purpose of the company, one of them is to increase employees' performance. Managers must be able to develop, coordinate and direct the employees according to the purpose of the company. This is very essential because not all new employees are directly suitable with the company needs. Employees must be trained in order that they are able to do work effectively. Whether or not the company achieve its purpose is influenced by employees' performance. Performance is the result of optimal work achievement done by someone or a group/ agency.

Employees' performance influenced by some factors which includes motivation, ability, knowledge, talent, education, training, passion, personality attitude consists of physical conditions and physiological needs, social needs and egoistic needs (Sutermeister, 1999). Another factor is workload which put upon each employee, because basically workload is the responsibilities which they have to bear during undergoing activities inside the company. Companies will try to choose and maintain talented employees to compete in the global market.

Akhavan and Jaffari (2008) reveal that the biggest problem is that the concerns of organizations and employees are not always getting long together. Employees are expecting to have little work meanwhile the managers try to optimize the productivities of available workers by giving the workload beyond their ability. Similarly the workers wish to get more salary with fewer try meanwhile the managers try to pay the workers fewer so that the cost taken is lower. Those problems are the triggers the worse performance of some employees.

Motivation is one of factors in performance, spur employees' motivation must be done to encourage a better performance achievement. Flippo (2002) revealed that motivations is a proficiency in directing the employees and organization in order that it will successfully work, so that the employees' wishes and the purpose of the company achieve at once. Motivation is a process in giving motif working on the employees so that they want to work for the sake of reaching the company purposes effectively and efficiently. Motivation can also act as a tool for the leaders in order that their employees are more productive. Qualities of the employees are the important effect in performance. Employees with the higher level of motivation will successfully do their work. Performance becomes the most important thing in the company because performance level will be getting worse if the motivation level of employees decreases.

Every company especially government-owned agencies, employees are important element besides other resources, because in its duty of serving publics it is needed the more talented human resources so that the performance of the company is rated good by government or society similarly with the duties and responsibilities of Perum Bulog which is engaged in food and logistics. The business scope of this

company includes logistics or warehousing business, survey and pest management, plastic sacks provider, transport business, food commodity trading and retail business. As a company which carry the public duties, Bulog always do activities of keeping the base price of purchase for unhulled rice, stabilization of the price especially the base cost, delivering rice for the poor (Raskin) and food stocks management.

The study of this research is about the influence of workload and motivation on employees' performance will be done towards the employees in Perum Bulog Divre Lampung. Perum Bulog Divre Lampung is one of the branches which is located in Lampung Province having 2 subdivres in West Lampung and Central Lampung, 2 logistics section offices in Menggala and Kalianda, and 5 warehouses in Sukaraja, Campang Raya, Soekarno Hatta, Tanggamus, and Menggala. This research focuses on the employees of Perum Bulog Divre Lampung in Cut Meuthia Street No. 29 which controls 1 logistics section office and 3 warehouses. Tabel 1 explains about the number of employees with their education in Perum Bulog Divre Lampung.:

Table 1. The Number of Employees and Employees' Education in Perum Bulog Divre Lampung

No.	Education Level	Total
1.	Magister (S2)	2
2.	Bachelor (S1)	44
3.	Diploma (D3)	8
4.	Senior High School (SMA)	48
5.	Junior High School (SMP)	1
Total		103

Source: Data of Perum Bulog Divre Lampung, 2015.

Sutermeister (1999) reveal that one of factors affecting performance is education where every difference level of education has different salary. Based on the data

above, the number of employees in Perum Bulog Divre Lampung is 103 people with 2 people educated magister, 44 people bachelor, 8 people educated diploma III, 48 people educated senior high school, and one person educated junior high school.

Table 2. List of Employees' Salaries in Perum Bulog Divre Lampung

No	Occupation	Salary Range
1	Head of Divre Perum Bulog	19,5 Million
2	Kerani	6 Million
3	Head of Finance	5 Million
4	HR Staffing and Development Specialist	4 Million
5	Accounting Staff	4 Million
6	Operasional Administration	3,5 Million
7	Controlling Staff	4 Million
8	Programmer	4 Million
9	Rasking Working Unit	3,5 Million
10	Security	2,5 Million
11	Staff	4 Million

Source: Data of Perum Bulog Divre Lampung, 2015

Federick Herzberg in Wibowo (2010) had developed *Two-Factor Theory* based on motivators and hygiene factors. Hygiene factors are the basic needs of humans, it is not motivated, but the failure to get it caused dissatisfaction. As hygiene factors are a) Salary and benefits. b) Working Condition. c) Company Policy. d) Status. e) Job security. f) Supervision and authonomy. g) Office life and h) Personal life. Table 2 explains about the salary range of Perum Bulog employees starting at the head office until staff. Based on the data above, we can know that there is salary difference which is suitable on every employee's responsibility and workload. Table 2 illustrates the range of salaries of employees from the head of Bulog to staff. Based on available data, we can know that the difference in salaries based on with the responsibilities and workload of each employee. Meanwhile, according to Gibson, Ivancevich, and Donnelly (2000: 179) in Wibowo (2010)

express that in addition to wages and salaries as well as intensive, the employee can be given benefits which is other compensations beyond salaries and wages. Benefits provided to Bulog employees are Bulog Special Allowances (TKB) which is provided in the monthly salary of each employee with permanent status, while contract employees hired by the Cooperative Logistics Agency of Indonesia (KOPELINDO).

Another factor that can affect the performance of employees is the workload. According Komaruddin in Kurnia (2010) a workload analysis is the process to set the number of hours people are used or needed to complete a job within a certain time, or in other words workload analysis aims to determine how the number of personnel and the amount of responsibility or burden proper work delegated to an officer. Table 3 describes the working time of employees in Perum Bulog Divre Lampung:

Table 3. Working Hours of Employees in Perum Bulog Divre Lampung

No.	Days	Working Hours	Break Time	Total of Working hours
1.	Monday	08.00 – 16.00	12.00 – 13.00	7Hours
2.	Tuesday	08.00 – 16.00	12.00 – 13.00	7Hours
3.	Wednesday	08.00 – 16.00	12.00 – 13.00	7Hours
4.	Thursday	08.00 – 16.00	12.00 – 13.00	7Hours
5.	Friday	08.00 – 16.30	12.00 – 13.30	7 Hours
Total				35 Hours/week

Sumber: Data of Perum Bulog Divre Lampung, 2015

Table 3 illustrates that the working hours of every employee in Perum Bulog Divre Lampung is 7 hours each day and for each week the employees must work 35 hours to complete the target of a given job. The workload which is measured for each employee in Perum Bulog Divre Lampung is by noticing the target and

the actual distribution of Raskin. Figure 1 indicates the target and actual distribution of Perum Bulog Raskin Divre Lampung in 2015.

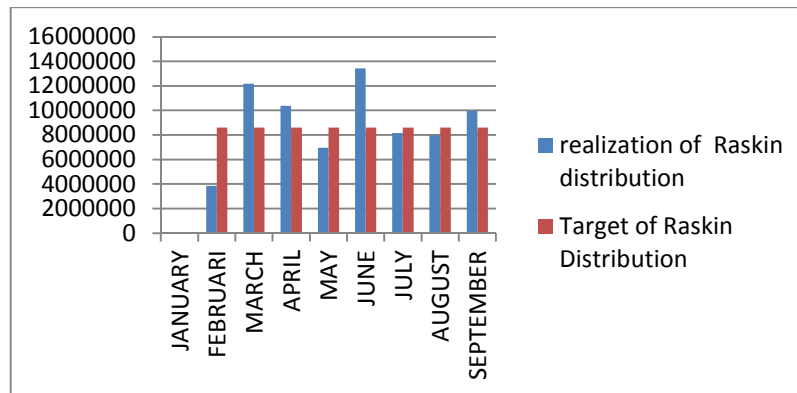


Figure 1. Graph of Target and Actual Distribution of Raskin Perum Bulog Divre Lampung 2015

Source: Data of Perum Bulog, 2015

Figure 1 indicates that the actual distribution per month declines. Targets are planned for 2015 in the amount of 8.609.310 kgs, and in January the actual distribution is not running. Distribution of Raskin began in February in the amount of 3.859.530kgs, in March increased to 12.189.735 kgs, then decreased in the next 2 months into 10.377.330 kgs for April and 6.960.990kgs for May, but in June there was a rise that is 13.422.270kgs, after a decline back to the next month be 8,152,335 kg in July, then there is an increase for the next two months which is 7.964.835 kg in August, and increased again in September to 9.959.955 kgs.

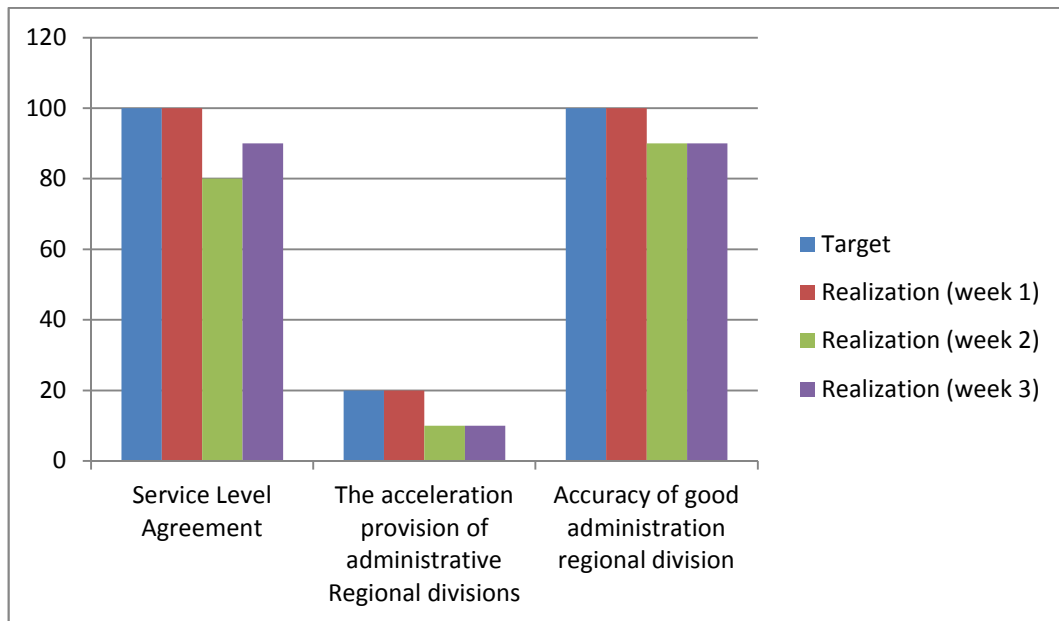


Figure 2. Performance Appraisal of Employees in Perum Bulog Divre Lampung

Source: Data of Perum Bulog Divre Lampung

Dessler (2007) revealed that performance appraisal basically is the key factor to develop an effective and efficient organization. Employees wish and need feedback related with the employee's achievement and appraisal provides chances observe employees' skills and to arrange plans in improving performance. Figure 2 shows that performance appraisal in Perum Bulog Divre Lampung done in 3 weeks and based on the figure concluded that there is still instability in achievements of the working programs available. The factors which can influence can be workload and motivation given in the company.

Based on the description that has been stated above, researcher will take the title "The Influence of Workload and Motivation on Employees' Performance in Perum Bulog Divre Lampung".

1.2 Problem Statement

The workload for each employee in Perum Bulog Divre Lampung is quite heavy because it is based on the actual distribution of Raskin which must be distributed in each Divre and by figure 1 shows that between realization and targets to be achieved in the distributing Raskin is still experiencing instability and figure 2 shows that there is instability in performance appraisal which is done every 3 weeks and it can be influenced by workload and motivation available in the company. Based on the background above, the researcher identified the problems as follows:

1. Does the workload influence employees' performance in Perum Bulog Divre Lampung?
2. Does motivation influence employees' performance in Perum Bulog Divre Lampung?
3. Do workload and motivation simultaneously influence employees' performance in Perum Bulog Divre Lampung?

1.3 Research Objective

Based on the background and the problem statement, so this research objectives are:

1. To determine the influence of workload on employees' performance in Perum Bulog Divre Lampung.
2. To determine the influence of motivation on employees' performance in Perum Bulog Divre Lampung.

3. To determine the simultaneous influence of workload and motivation on employees' performance in Perum Bulog Divre Lampung.

1.4 Benefits of Research

The benefits are expected to arise in the presence of this research are:

1. This research is expected to be the evaluation which can be considered by the leader in determining policy especially in human resource division about employees' workload, motivation and performance.
2. This research is expected to be contribution of knowledge for others in need, when discussing about the problems which have to do with the influence of workload and motivation on employees' performance.

II. LITERATURE REVIEW, CONCEPTUAL FRAMEWORKS AND HYPOTHESES

2.1 Human Resource

2.1.1 The Meaning of Human Resource

According to Follett (1993) Human Resource Management is an art to achieve organizational goals through arrangements of other people to carry out various jobs as needed, or in other words not doing work themselves. While Gomes (2002: 3), gives a different meaning, that HRM is a motion of recognizing the importance of the human element as a potential resource that should be developed in such a way so as to give a maximum contribution to the organization and to the development itself. According to Mathis and Jackson (2006, p3) stated that Human Resources is the design of the formal systems within an organization to ensure the use of human talent effectively and efficiently in order to achieve organizational goals.

According to the Chartered Institute of Personnel and Development (CIPD) in Mullins (2005) stated that the design, implementation and maintenance of

strategies to manage people for optimum business performance including the development of policies and process to support these strategies.

According Rival (2003, p 1), Human Resource Management is one of the areas of general management that includes aspects of planning, organizing, implementation and control. This process is contained in functions or areas of production, marketing, finance, and personnel. Because human resources is considered an increasingly important role in the achievement of corporate objectives, the various experiences and research results in the field of human resources systematically collected in what is called human resource management. The term of "management" has the meaning as a collection of knowledge about how to manage the human resources.

2.1.2 The Function of Human Resource

There are functions of Human Resource Management according to Flippo (2002):

1. Managerial Function

This function consists of:

a. Planning

Planning has meaning determination regarding labor program will support the achievement of the goals set by the company.

b. Organizing

The organization was formed by designing the structure of the relationship that links between employment, employees, and physical factors that can be established cooperation with one another.

c. Directing

The directing consists of the staffing function and leading. Staffing function is to put people in the organizational structure, while the functions performed leading human resource directing in order that employees work in accordance with the objectives set.

d. Controlling

By being available of managerial functions that arrange the activities to fit the predetermined plan organization in accordance with the objectives to be achieved, in case of deviation could be detected and promptly carried out repairs.

2. Operational Function

This function consists of:

a. Procurement

Attempts to obtain the required number of manpower companies, especially those relating to the determination of manpower requirements, withdrawal, selection, orientation and placement.

b. Development

Efforts to improve employee skills through education and training program that is appropriate for the employee or the employee can do their job well.

This activity is important and will continue to grow due to changing technologies, the adjustment and the increasing difficulty of the task manager.

c. Compensation

Compensation function defined as efforts to provide remuneration or adequate remuneration to the employees in accordance with the contributions that have been donated to the company or organization.

2.2 Workload

2.2.1 The Definition of Workload

According to Irwandi (2007) workload is the average frequency of activity of each job within a certain period. Workload according to Haryono (2004) is the number of activities that must be completed by a person or group of people for a certain period of time under normal circumstances. According to Regulation No.

12/2008, the work load is the amount of work that must be borne by an office or unit organization and is the product of the volume of work and the norms of the time. It can be concluded workload definition is a process undertaken by a person in completing the tasks of a job or position group carried out under normal circumstances in a given time period.

2.2.2 Factors Influenced Workload

Factors influenced workload according to Tarwaka (2011) as follows:

1. External Factor: workload which comes from outside the employees' bodies, like:
 - 1) Duties: includes such physical tasks, work station, workplace layout, work space conditions, working conditions, work attitude, a way of conveyance, the load is lifted. While the task is mental covering, responsibility, job complexity, emotion workers and so on.
 - 2) The organization of work: includes the length of working time, rest periods, shift work, work systems and so on.
 - 3) Working environment. The work environment can impose additional burdens which includes, physical work environment, work environment of chemical, biological work environment and psychological work environment.
2. Internal Factor

Internal factors are factors originating from within the body as a result of reaction to the workload of the external potential as stressors, factors include somatic (gender, age, body size, nutritional status, health condition, and so on), and psychological factors (motivation, perception, belief, desire, satisfaction, and so on).

2.3 Motivation

2.3.1 The Definition of Motivation

Pearson stated that motivation refers to reasons that underlie behavior that is characterized by willingness and volition. Guay (2010:712) stated that motivation refers to the reasons underlying behavior. According Winardi (2000) motivation is the desire contained in an individual that stimulate to action. Flippo (2002) argues motivation is a skill in directing employees and organizations in order to work successfully, so that the wishes of the employee and organizational goals once achieved.

Based on some meanings of motivation above it can be concluded that the motivation arises from the self to achieve a specific purpose and can also be due to the encouragement of others. But the best motivation is of myself because it was done without coercion, and each individual has a different motivation to achieve its objectives.

2.3.2 Motivation Objective

The purpose of motivation according to Hasibuan (2000) is to improve the morale and job satisfaction of employees, increase productivity of employees, improve discipline employees, maintain the stability of the company's employees, streamline procurement employees, creating an atmosphere and a good working relationship, increase loyalty, creativity and employee participation, increase employee welfare, heightening the sense of responsibility of employees to the tasks, improve the efficiency of the use of tools and raw materials.

2.3.3 Motivation Theory

Widodo (2015) revealed that there are several theories about the motivation, is as follows:

1. Motivation Theory of Needs

This theory proposed by Abraham Maslow A. stating that people were motivated to satisfy a number of requirements inherent in every human being who tend to be congenital. This requirement consists of five types and are formed in a hierarchy in the fulfillment, in the sense that humans are basically the first one will try to fulfill the needs of the first level, then the need for a second level and so on, and the fulfillment of all the requirements are met is not a motivating element again. The need according to Maslow are physical needs, safety needs, social needs, the need for recognition, self-actualization needs.

2. X and Y Theory

This theory states that people are basically of two types. Originators McGregor, said that there are types of the human X and Y type of each man has certain characteristics. Human type X is a man who always wanted to avoid work whenever possible, whereas Y indicates the kind of human nature likened love to work that worked for him as playing. Then the human species X does not have the initiative and happy directed, whereas human jens Y is the opposite. Attributed to the need, it is said that the human type X when referring to Maslow's hierarchy of needs, have a low level compared to the human needs of the type of Y which has a high degree.

3. Two Factor Theory of Motivation

This theory is called the theory of two factors because in this theory dikembang-kan two motivational factor for employees. The first factor is called the factors that make employees feel dissatisfied (dissatisfiers factor) and the second factor is called the factors that make employees feel satisfied (satisfiers factor). Two factors are also called extrinsic and intrinsic factors. Dissatisfier factors or extrinsic factors consist of a series of working conditions include factors salary, job security, working conditions, status, company policy, the quality of surveillance techniques, inter-personal interaction. The second factor, namely the factor or factors intrinsic satisfiers, consists of a series of working conditions that include several factors such as recognition, responsibility, achievement, work itself, the possibility to develop and progress. This theory states that people are basically of two types. Originators McGregor, said that there are types of the human X and Y type of man that each of them has certain characteristics. Human type X is a man who always wanted to avoid work whenever possible, whereas Y indicates the kind of human nature likened love to work that worked for him as playing. Then the human species X does not have the initiative and happy directed, whereas human jens Y is the opposite. Attributed to the need, it is said that the human type X when referring to Maslow's hierarchy of needs, have a low level compared to the human needs of the type of Y which has a high degree.

2.3.4 Motivating Measures

Motivation is an active process that is driven by a series of actions that can be grouped into three groups, Baldoni (2005), namely:

1. Energize (giving power), is what leaders do when they give you an example, communicate clearly, and provide a challenge to the right

- Exemplify

Motivation starts with a good example.

- Communicate

Communication is a central issue for the leadership, including how the leader speak, listen, and learn.

- Chalange

Leaders who opened the way to such needs can be strongly associated with achieving the goal because the fulfillment of expectations.

2. Encourage (push), is what leaders do to support the process of motivation through empowerment, coaching, and recognition.
3. Exhort (urgent), is how leaders create an experience based on sacrifice and inspiration that prepare the ground for the motivation to be able to thrive.

- Sacrifice

Service is most correct size is sacrifice, putting the needs of others ahead than our own needs.

- Inspire

Motivation can be developed into an inspiration, because motivation comes from within, its shape was the inspiration themselves. This process is maintained by observing other people achieve their goals.

2.4 Performance

2.4.1 The Definition of Performance

According to Dessler (2005) performance is a performance, a comparison of the work to the standards set. Robbins (2003) stated that performance is defined as the output and accomplishments of a worker, which are acknowledged by the organization or system in which he works in.

According Wibowo (2010) suggests that the performance is about doing the work and results of the work. From the various descriptions above can confirm that the employee's performance is, the performance is a comparison of the work achieved by the employee with the specified standard. Performance also means that the results achieved by someone, both the quantity and quality within an organization in accordance with the responsibilities given to him.

2.4.2 Factors Influenced Performance

Simanjuntak (2011) suggests a person's performance is influenced by factors which can be classified in three (3) groups: individual compensation, organizational support factors and psychological factors. According to Mathis and Jackson (2002) in a discussion of the problems of the employee's performance can not be separated from the various factors that accompany them the capability and the motivation factor.

2.4.3 Indicators of Performance

There are two indicators of performance by Goodman and Svyantek (1999: 261), as follows:

1. Contextual Performance

This indicator refers to activities such as willingness to carry out unauthorized actions on the job, helping others, following the rules of the organization/ procedures when personally comfortable, supportive organizational objectives and survive with little extra effort to successfully complete the activities of one's duties.

Contextual performance consists of two parts:

- Altruism that individual characteristics that can be demonstrated by a willingness to help or altruistic.

- Conscientiousness that individual characteristics that can be shown with regular characteristics, more full of restraint and use awareness and conscience in the execution of works.

2. Task performance

This indicator refers to the abilities and skills of employees in performing basic tasks, include activities that contribute well to the work, managing the responsibilities, using skills entirely in doing tasks and completing work assignments given in accordance with the determined deadlines.

2.5 Previous Research

Table 4. Previous Research

No.	Researcher	Research Title	The Results of The Researches
1.	Artadi, 2014	The Influence of Work Satisfaction and Workload on Employee;s performance in PT Merapi Agung Lestari	Workload has positive influence on employees' performance in PT. Merapi Agung Lestari with the value () of 0,427 ($p < 0.01$; $p = 0,000$), with R^2 workload can predict employees' performance as much as 0.151
2.	Koopmans (2014)	Measuring Individual performance.	The internal consistency of the IWPQ was good and the construct validity was acceptable. IWP. This knowledge can be used to develop interventions, procedures and strategies to maintain,improve, or optimize IWP, and subsequently, evaluate their effectiveness.

No	Researcher	The Title of Research	The Result of Research
3.	EK and Mukuru (2013)	Effect of Motivation on Employee Performance in Public Middle Level Technical Training Institution in Kenya.	The study found that employees are not satisfied with their pay and work environment.
4.	Kyndt, Dochy (2010)	The direct and indirect effect of motivation for learning on students' approaches to learning through the perceptions of workload and task complexity	This study found that motivation also has an indirect effect on students' approaches to learning through the perceptions of workload and task complexity, in particular through the perception of a lack of information. The greater the extent to which students are autonomously motivated, the less they perceive that they have a lack of information and the less they are inclined to adopt a surface approach to learning.
5	Hauck, Snyder (2008)	Workload Variability and Social Support: Effects on Stress and Performance	Results revealed significant decrements in performance following workload shifts, though no increase in stress was perceived. Performance in both workload conditions significantly, but inconsistently, increased following the provision of social support and stress significantly decreased following the shift from high to low workload. Implications and future research steps are discussed further.

2.6 Conceptual Framework

According Kyndt, Dochy (2010), the factors to be considered in the workload covers:

1. **Mental demand.** Emotional distress, psychological or mental placed on the individual. Stress occurs when this pressure exceeds the individual's ability to cope. Stress does not lend itself ready for measurement and therefore can not be ascertained in standard units.
2. **Physical demand.** Pressure exerted on the body by exercise or other forms of physical activity, environmental extremes (eg very hot climates), medical problems, and poor lifestyle habits such as smoking or lack of sleep. Physical stress such as mental stress aggravates thereby increasing the overall burden of stress felt by an individual.
3. **Temporal demand.** Perceived time pressure because of the level or speed at which tasks or task element occurs, which can also be measured by comparing the time it takes for a series of subtasks of the time available.
4. **Effort.** Total work done to achieve specific objectives
5. **Frustration.** Insecurity and dissatisfaction arising from unresolved problems or unfulfilled needs.

According to EK and Mukuru (2013) Herzberg's theory presents a strong relationship between motivation and performance of employees in TVET institutions. He presents that performance can come as an emanation of feeling like achievement, progress, growth associated with motivation. He stressed the

importance of job enrichment and job enlargement he parted from which includes responsibility for enhancing and engagement, opportunities for advancement and a sense of achievement. Here is a glance at each of the factors of motivation according to Herzberg:

1. **Recognition.** When employees receive the recognition they deserve for a job well done, the satisfaction will increase.
2. **Possibility of Growth.** This motivation factor includes the chance one might have for advancement within the institution. This could also include the opportunity to learn a new skill or trade.
3. **Working Relationship.** This is those relationships one engages in with their supervisors, peers, and subordinates.
4. **Working Conditions.** This includes the physical surroundings that one works within, such as the facilities or location.
5. **Salary.** This factor is fairly simple, the increase or decrease of wage or salary effects the dissatisfaction within a company a great deal..
6. **Job Security.** This is a pretty significant factor. The sense of job security within a position or organization as a whole relates to the dissatisfaction as well.
7. **Institution Policy.** An employee's perception of whether the policies in place are good or bad or fair or not, changes the level of dissatisfaction that employee will feel.

According to Koopmans et al. (2014), factors to consider in evaluating performance include:

1. **Work Performance**, refers to the ability of an employee to perform tasks that the main job, which includes the quality of work, planning and organizing tasks, results-oriented, prioritize, and work efficiently.
2. **Contextual Performance**, refers to the behaviour of employees who support the organization, social, and psychological environment in which job tasks central carried out, for example, is responsible for the work, creative, has initiative, happy to take a challenging job, communicate effectively, able to work together, and to accept and learn from others.
3. **Counterproductive Work Behaviour**, refers to behaviours that are harmful to the survival of the organization, for example, do things that are detrimental to the organization, to do things that harm co-workers and superiors, and deliberately make mistakes.

Diagram 1 shows the framework for this study based on the theory that has been described.

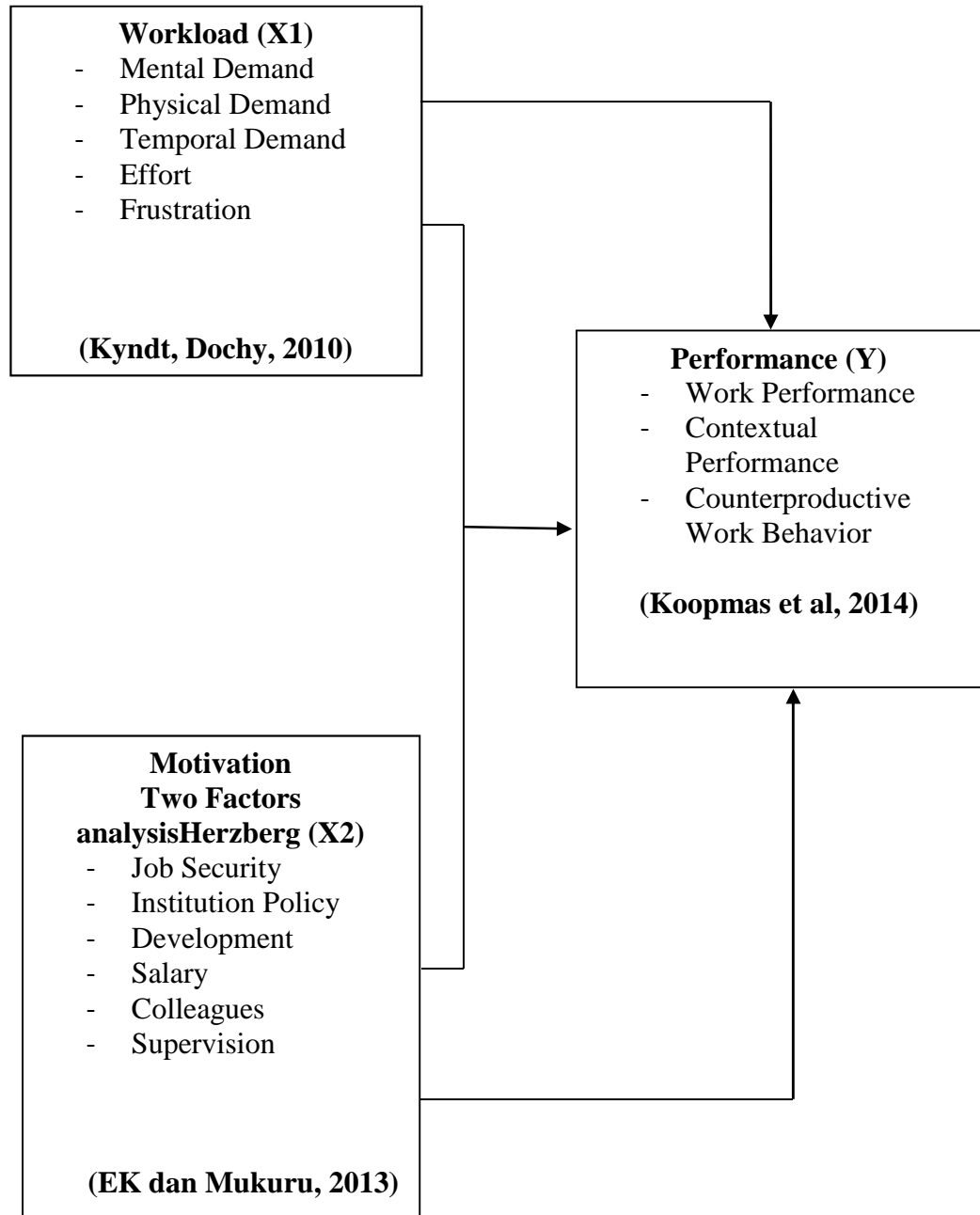


Figure 3. Conceptual Framework.

2.7 Hypotheses

Based on the background, problem formulation and framework that have been developed in this study, the researchers are able to formulate hypotheses as follows:

1. Workload has a positive and significant influence on employees' performance in Perum Bulog Divre Lampung.
2. Motivation has a positive and significant influence on employees' performance in Perum Bulog Divre Lampung.
3. Workload and motivation have simultaneous influences on employee's performance in Perum Bulog Divre Lampung.

III. RESEARCH METHOD

3.1 Research Object

This research was done in Perum Bulog Divre Lampung which is located on Cut Meuthia Street No. 29, Bandar Lampung. Perum Bulog is a state-owned company engaged in the food logistics. The company business scope includes business logistics/warehousing, survey and eradication of pests, the provision of plastic bags, transport business, food commodity trading and retail businesses. As a company that remains the task of the public from the government, Perum Bulog keep doing activities to maintain floor prices for grain purchases, particularly the cost of price stabilization, distribute rice for the poor (Raskin) and management of food stocks.

3.2 Research Design

This study uses a quantitative approach to the category of associative causal research, Oei (2010). A quantitative approach used in this study is to use the survey method. In the survey, information was collected from respondents using a questionnaire. Generally, the survey research is limited to research on data collected from a sample population to represent the entire population. This study aims to determine the effect of the variables to be studied, the influence of workload and motivation on employees' performance in Perum Bulog Divre Lampung.

3.3 Identification of Research Variables

Variable research is an attribute or trait value of people, objects or activities which have certain variations are set to be learned and conclusions drawn (Sugiyono, 2013). Variables used in the study can be classified into two variables:

1. The independent variable, the variables that explain and affect other variables.
In this study, the independent variable is the workload (X1) and motivation (X2).
2. The dependent variable (dependent), which is a variable that is described and is influenced by independent variables. In this study, the dependent variable is employees' performance (Y).

3.4 Source of Data

1. Primary data, is data results collected by researchers directly and specifically to answer research questions. Sources of primary data obtained by distributing questionnaires to the object of research and filled directly by the respondent. According Sekaran (2006) primary data is obtained from the information first hand by researchers associated with the variables studied. In this study, the data used comes directly from Perum Bulog Divre Lampung.
2. Secondary data, secondary data is data obtained through library research or the result of the collection of data or information from the literature and references related to the research topic (Oei, 2010).

3.5 Population and Sample

According to Oei (2010) population is defined as the sum total of all members surveyed, while the sample is a part of the population to be studied. According to Arikunto (2005) when the subject is less than 100, better taken all of them, so the research is the study population. Furthermore, if there are more than 100 can be taken between 10 20 -15% or -25% or more. In this study, will be used employee population of Perum Bulog Divre Lampung which are 103 people, and all serve as respondents.

3.6 Data Collection Method

The data collection according to Nazir (2009) is a standard systematic procedure to obtain the necessary data. There is always a connection between the data collection methods with research problems to be solved. There are several methods of data collection study, the following are ways that researchers do to gather the necessary information to researchers, among which are:

1. Observations

Observations made by looking at the work environment as well as on the pattern of job satisfaction that is applied to the Regional Division BULOG Lampung.

2. Questionnaire

The questionnaire is an instrument for data collection, in which participants or respondents filled questions raised by investigators. Researchers can use the questionnaire to obtain data associated with thoughts, feelings, attitudes, beliefs, values, perceptions, and behaviours of the respondents. In other words, the

researchers were able to use measurements of a variety of characteristics by using a questionnaire (Sugiyono, 2013).

- Measurement of the questionnaire in this study using a Likert scale, where a score is given to each respondent's answer is:
Answer Strongly Agree (SA) by a score of 5
- Answer Agree (A) by a score of 4
- Answer Neutral (N) by a score of 3
- Answer Disagree (DA) by a score of 2
- Answer Strongly Disagree (SDA) were given a score of 1

3.7 Operational Definition and Measurement Variables

The operational definition is a definition that is given to a variable or contract by giving meaning, or specifying the activity or provide an operational needed to measure the contract or variable (Nazir, 2009: 126). The following operational definition and measurement variables are presented in tabular form:

Table 5. Operational Definition and Measurement Variables

No	Variable	Variable Definition	Indicator	Scale
1	Workload (X1)	The workload is an emerging from the interaction between the task demands a working environment where used as a workplace, skills and perceptions of workers. (Hart dan Staveland)	<ul style="list-style-type: none"> - Mental Demand - Physical Demand - Temporal Demand - Effort (Kyndt, Dochy, 2010)	Likert Scale
2.	Motivation (X2)	Motivation is a process that will determine the intensity, direction and persistence of individuals in an effort to achieve the target. (Robbins, 2003)	<ul style="list-style-type: none"> - Job Security - Institution Policy - Training - Salary - Co-workers - Supervision (EK dan Mukuru, 2013)	Likert Scale
3.	Performance (Y)	Employee's performance is defined as the output and the achievement of a worker who is recognized by the organization or system where he worked. (Robbins, 2003)	<ul style="list-style-type: none"> - Work Performance - Contextual Performance - Conduct counterproductive Work (Koopmans et al, 2014)	Likert Scale

3.8 Research instrument Test

Research instrument test is a useful preliminary test to determine the validity and reliability of the data obtained and each item questionnaires filled by respondents with the purpose of the data may be used as a means of proving the hypotheses.

3.8.1 Validity Test

Validity test is intended to measure how well an instrument measures the concept which should be measured. Valid instrument means the instrument can be used to measure what is to be measured accurately and correctly. Results of the study are able to explain the problem of research in accordance with the actual circumstances or events when using research instruments that have a high validity. According to Arikunto (2006) validity is a measure that indicates the levels of validity or validity of an instrument. Management of data using SPSS for Windows 16.0 and validity test used in this research is the method of factor analysis. This research tested the measurement validity of the questionnaire to 103 respondents of employees in Perum Bulog Divre Lampung.

3.8.2 Reliability Test

Instrument reability is the pertinence or accuracy of the measuring instrument. Reliability test is performed to determine the consistency and accuracy of the measurement, if the measurement is done at the same object over and over again with the same instrument. According Arikunto (2006), reability demonstrated at an understanding that an instrument is trustworthy enough to be used as a means of collecting data due to the instrument has been good. Measurement of precision level measurement tool to assess the reliability in this study is using SPSS for Windows 16.0 and reliability test used in this study is to use the formula Alpha Croanbach. According Arikunto (2006), the formula is as follows:

$$r_{11} = \left[\frac{k}{k-1} \left[1 - \frac{\sum \sigma b^2}{a^2} \right] \right]$$

Explanation :

r_{11} = Instrument Reability

k = Total Questions

σt^2 = Total Variance

$\sum \sigma b^2$ = The number of grains of variance

With decision-making criteria as follows:

1. If the value of the overall Cronbach Alpha > Cronbach's alpha If the item deleted, then the otherwise reliable.
2. If the overall value of Cronbach Alpha < Cronbach's alpha If the item deleted, then declared unreliable.

After the validity and reliability of test results workload variables (X1), motivation variable (X2), and employees' performance variable (Y) of all items that are not valid and not reliable removed so that only valid and reliable statement items and processed.

3.8.3 Normality Test

According Ghazali (2010), the normality test aims to test whether the regression model, or residual confounding variables have a normal distribution, if this assumption is violated, the statistical test to be invalid for a number of small samples.

Normality data test is done by using Kolmogorov-Smirnov. To ease the statistical

calculation, the analysis undertaken in this study will be treated with the help of statistical software SPSS 16.0 for Windows. "A normal distribution of data declared if Asymp Sig (2-tailed) Kolmogorov-Smirnov calculation result is greater than 1/2 ".

3.9 Description of The Survey Result

Description of the survey result is an analysis done by the survey results are used to explain or describe the data that has been collected without the intention to make conclusions apply generally.

3.10 Data Analysis

Analysis of data to determine the alleged influence of workload and motivation (independent variable) on employees' performance (dependent variable), use of data analysis of qualitative and quantitative data analysis:

1. Survey Description

SurveyDescription: analysis of the influence of job characteristics, job satisfaction on employee commitment, is further described in the form of a sentence composed in a systematic approach to human resources management theory, especially the theory of workload, motivation, and employees' performance. In this study, the data were analyzed qualitatively, by classifying the answers and classifying the data, and then analyzed to obtain the circumstances as well as the conclusions on the basis of data obtained.

2. Quantitative Data Analysis

Quantitative data analysis is a mathematical calculation using a specific formula used to determine the results of the investigation. In this study using a test

research instruments that test the validity and reliability, as well as using multiple linear regression analysis determines the influence of workload and motivation on employees' performance in Perum Bulog Divre Lampung, it will be proved by using regression analysis assisted SPSS for Windows 16.0 using multiple linear formula.

3.11 Analysis Data Method

The method which the researcher uses is the method of multiple linear regression analysis. If the parameters of a functional relationship between the dependent variable with more than one variable would like to be estimated, then the regression analysis used is in connection with multiple regression analysis (Nazir, 2009). Multiple linear regression analysis is used to measure the influence of workload and motivation on employees' performance. Multiple linear regression equations were formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + E$$

$$Y = \beta_0 + \beta_2 X_2 + E$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + E$$

Explanation :

Y = Employees' Performance

X_1 = Workload

X_2 = Motivation

β_0 = constant

β_1 = coefficient X_1

β_2 = coefficient X_2

Et = Error term

3.12 Hypotheses Testing

Hypotheses function is to give a statement of allegations about the tentative relationship between phenomena in research. In general hypotheses can be tested in two ways, namely match with the facts or by studying the logical consistency (Nazir, 2009). Methods of testing the hypothesis which is proposed, done by partial testing (t test) and simultaneous testing using the (test F).

3.12.1 T test (partial)

This test is intended to determine partially independent variables have a significant effect on the dependent variable, is said to have a significant effect if $\text{sig} < (0.05)$, using the formula:

$$t_{\text{statistic}} = \frac{b}{ab}$$

Explanation :

b = Coefficient of variable regression dependent variable

ab = Standard deviation of regression coefficients of independent variables.

T test results can be seen in the Output Coefficient of multiple linear regression analysis using SPSS for Windows 16.0.

3.12.2 F test (Simultaneous)

This test is intended to determine the effect of significance between independent variables and the dependent variables simultaneously, is said to have a significant effect if the value of $\text{sig} < (0.05)$. Using the formula:

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

Explanation :

R^2 = coefficient of determinant

n = number of data

k = number of independent variable

The test results can be seen in the Output F ANOVA of the results of multiple linear regression analysis using SPSS for Windows 16.0. With the testing criteria by comparing $F_{\text{statistic}} < F_{\text{table}}$:

- a. $F_{\text{statistic}} < F_{\text{table}}$ then H_0 is supported, H_1 is unsupported = no significant effect.
- b. $F_{\text{statistic}} > F_{\text{table}}$ then H_0 is not supported, H_1 is supported = no significant effect.

V. CONCLUSION, SUGGESTION, AND LIMITATION OF RESEARCH

5.1 Conclusion

The results of research and discussion about the influence of workload and motivation on employees' performance in Perum Bulog Divre Lampung done by researcher, the conclusion is the research supports the hypotheses and explained as follows:

1. Workload positively significantly influences employees' performance in Perum Bulog Divre Lampung .
2. Motivation positively and significantly influences employees' performance in Perum Bulog Divre Lampung.
3. Workload and motivation simultaneously influence employees' performance in Perum Bulog Divre Lampung.

5.2 Suggestion

The conclusion which has been described previously, there are some suggestions given by researcher are:

1. Perum Bulog Divre Lampung should pay more attention about the workload which will be given to the employees like time needed to finish the job and mental activities of each employee so that each individual can get calmness in doing their duties.
2. Perum Bulog Divre Lampung should increase employees' motivation more by paying

more attention on their job security problems especially for the employees who is working outside, implement disciplinary towards all of the employees, and create a better environmental work in order to be more feeling comfortable in working as well as growing friendship among them which can create the feeling of supporting each other.

3. Perum Bulog Divre Lampung should increase each employee's knowledge in order to be more update so they can increase their performance by adding some skills and the way they seek for solutions, should improve knowledge of each employee in order to be uptodate so that they can further improve performance by adding their skills and how they have to find creative solutions in case of problems in their work. Managers should provide a platform for them to share both problems, new and creative ideas and knowledge, because most of the employees working in the company are employees with productive age, this means that they are still able to learn a new way to add insight they.

5.3 Research Limitation

1. There are limitations to the research by using questionnaires that sometimes the answers that respondents do not show the real situation.
2. It is hoped that next researcher could use a better references of the variable workload.
3. For further research, the authors suggest to fix things lacking in this research for the better.

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