



IMPROVING THE PERFORMANCE OF SALES EMPLOYEES THROUGH WORKLOAD AND WORK MOTIVATION AT PT. X

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ABSTRACT

The purpose of this study is to determine how the workload and work motivation of employees on the performance of PT X employees and determine the effect both partially and simultaneously. This study used quantitative associative analysis which was used to determine the influence of the independent variable with the dependent variable. The sample of this study used a saturated sample of 57 employees of PT X sales department with data collection techniques in the form of interviews, questionnaires, and documentation. The data analysis technique used is multiple linear regression with SPSS 27 software. The results showed that partially workload had a negative effect on employee performance and work motivation had a positive effect on employee performance. Simultaneously, workload and work motivation affect employee performance.

Keywords: Workload; Motivation; Performance

INTRODUCTION

The transition of the Covid-19 pandemic period to an endemic period starting from June 2023 has caused a contraction in the performance of the pharmaceutical industry in Indonesia with declining retail sales at various pharmacies in Indonesia. The Central Statistics Agency (BPS) noted that Gross Domestic Product (GDP) on a constant price basis (ADHK) from the chemical, pharmaceutical and traditional medicine industries of Rp. 57.06 trillion in the second quarter of 2023 decreased by 1.36% compared to the same period the previous year (year on year / YOY) of Rp. 57.85 trillion (Mustajab et al., 2023).

PT X is one of the companies engaged in the pharmaceutical industry that offers a wide spectrum of pharmaceutical products ranging from prenatal, childhood, adolescence, adulthood and even old age.

In the midst of intense pharmaceutical industry competition, one way to maintain the company's existence is by managing the organizational resources of each company. In this role, employees spearhead operations that move the organization towards achieving strategic goals (Filliantoni et al., 2019).

But in reality, managing human resources is not easy because there are factors that cause decreased employee performance in achieving organizational goals. According to Rohman and (Ichsan & Karim, 2021), employee performance is a manifestation of the work that has been

produced or carried out by employees in achieving organizational goals whose results are recorded to be the company's evaluation in the future.

To find out the performance of Sales employees or also called Medical Representative PT. X, can be seen in Table 1 of employee performance appraisal data for the period September 2022 to September 2023 below:

Table 1 Employee Performance Appraisal Data

Value	Category	Number of Employees	Percentage
>250	Excellent	2	4
200-250	Good	8	14
150-200	Enough	27	47
100-150	Less	17	30
<100	Very Lacking	3	5
Total		57	100

Based on the sales employee performance appraisal data above, there are certain factors that can be the cause of employee performance tends to be standard and below company standards, where the job standard set by the company is at least in the good category.

Table 2 Pre-Survey Results on Workload

No	Statement	Score					Σ
		SS	S	RR	TS	STS	
		Percentage (%)					
1.	I feel that there is an imbalance between work time and rest time caused by high sales targets.	16	30	19	30	5	100
2.	I feel overwhelmed in doing work because sales targets are increasing every month.	9	37	21	30	4	100
3.	With the <i>deadline</i> system in completing sales targets, I feel that the intensity of workload is too high.	9	28	28	30	5	100

No	Statement	Score					
		SS	S	RR	TS	STS	Σ
		Percentage (%)					
4.	The time given to complete the task is too short.	21	39	11	19	11	100

Based on the results of the pre-survey, problems related to employee performance that occurred at PT. X is the increase in sales targets every month for each different product. This is also accompanied by deadlines that cause Sales or Medical Representative employees to be overwhelmed and difficult to complete work according to the targets and deadlines given. In addition, based on an interview conducted with one of the employees, the working conditions of Medical Representatives who have high mobility to move from one user to another cause the workload of employees to feel more heavy. The workload carried by employees should indeed be the duties and responsibilities of employees and is an obligation that must be fulfilled, but it needs to be adjusted to employee conditions in order to produce maximum work results, because the high and low workload can affect employee performance (Firmansyah et al., 2021). According to (Sunyoto et al., 2017), workload is a process or activity that is too much and can cause tension in a person. This can cause a decrease in employee performance caused by the level of expertise demanded too high, the speed of work may be too high, the volume of work may be too much and so on. Even in organizational life, generally workload can encourage employee performance, but workloads that are not controlled and watched out for will negatively affect employees. The higher the workload felt by employees, the lower the employee's performance. Vice versa, the lower the workload owned by employees, the higher the level of employee performance in carrying out their work. This statement is supported by research by (Adrianto et al., 2020) which states that workload has a negative and significant effect on employee performance.

Another factor that causes the low performance of PT. X is an indication of low work motivation. (Ashraf et al., 2018) suggests that motivation is a person's desire and energy that is directed to achieve goals. Lack of work motivation causes a decrease in employee performance. Indications related to the lack of work motivation can be seen from employee delay data in the Sales section of PT. X as follows:

Table 3 Employee Delay Data

No	Month	Delay (Times)	%
1.	September 2022	15	26
2.	October 2022	28	49
3.	November 2022	23	40
4.	December 2022	32	56
5.	January 2023	23	40

6.	February 2023	23	40
7.	March 2023	23	40
8.	April 2023	22	39
9.	May 2023	28	49
10.	June 2023	28	49
11.	July 2023	50	88
12.	August 2023	33	58
13.	September 2023	46	81
Sum		374	50

Late rates can show signs of low employee motivation (Raharjo et al., 2017). Given the high employee delay, companies need to pay special attention to it because it will have a negative impact on company productivity due to poor employee performance. This is in accordance with research conducted which states that work motivation has a positive and significant effect on employee performance.

Research conducted by (Swedana, 2023) states that employees who have high motivation in themselves to do work, will make these employees more productive, because there are desires to be obtained or achieved, both material and non-material, with this motivation, employee performance will be better. Increased employee motivation will be followed by employee performance, and vice versa a decrease in employee motivation will cause a decrease in employee performance. This statement is in line with research conducted by (Novita & Almiftah, 2023) and (Dewi & Waruwu, 2023).

Based on the background description above, researchers found several research results that were different from previous studies, such as the results of research conducted by (Usman et al., 2023) stated that workload partially had a negative and significant effect on employee performance, while Putri and Edalmen's (2023) research showed that workload variables had a positive and significant effect on employee performance. In addition, there are also differences in research conducted by Wahyuningsih and Kirono (2021) stating that work motivation partially has a positive and significant effect on employee performance. Meanwhile, research conducted by (Hutabarat et al., 2023) states that work motivation partially negatively affects employee performance.

With the difference in the results of previous research between one researcher and another researcher and based on the description of theories and phenomena that occur in PT X, researchers want to analyze and prove how the influence of workload and work motivation on employee performance. So, the research hypothesis in this study is formulated as follows.

H1 : Workload negatively affects the performance of PT X Sales employees.

H2 : Work motivation has a positive effect on the performance of PT X Sales employees.

H3 : Workload and work motivation simultaneously affect the performance of PT X Sales employees.

RESEARCH METHODS

The purpose of this study was to determine the effect of workload and work motivation on employee performance both partially and simultaneously on PT X. The research method used in this study was a quantitative research method using a saturated sample of 57 employees of the sales department of PT X. Data collection techniques through interviews in the pre-survey and distribution of questionnaires (questionnaires) for primary data and documentation for secondary data.

The characteristics of respondents who will provide responses regarding the variables workload (X1), work motivation (X2) and employee performance (Y) consist of two types, namely:

1. The characteristics of respondents variable workload (X1) and work motivation (X2) are all employees of PT X's Sales department totaling 57 people.

2. The characteristics of respondents to the employee performance variable (Y) are PT X Marketing Manager totaling 1 person who will fill out an employee performance questionnaire.

Data measurement in this study uses a semantic differential scale so that it can measure respondents' attitudes towards the variables at issue. Data analysis techniques use multiple linear regression analysis by meeting validity tests, reliability tests and classical assumption tests. The analysis tool that researchers use is SPSS (Statistical Package of Social Science) Statistics 27.

RESULTS AND DISCUSSION

Test Results

Of the 57 questionnaires distributed to PT X sales employees, only 48 questionnaires were returned to researchers. This is because at the time of data collection, there is employee turnover caused by the expiration of the employee's employment contract and termination of employment.

Table 4 Questionnaire Distribution and Return

No	Information	Sum
1.	Number of questionnaires distributed	57
2.	Number of questionnaires that did not return	9
3.	Number of questionnaires returned	48
4.	Number of questionnaires that can be processed	48

1. Characteristics of Respondents

Based on the results of the questionnaire distribution, the following researchers attach the characteristics of respondents:

Table 5 Respondents' Gender

No	Information	Sum	Percentage
1.	Man	44	91,7%

2.	Woman	4	8,3%
Sum		48	100%

Table 6 Age of Respondents

No	Age	Sum	Percentage
1.	< 18 Years	0	0
2.	18-22 Years	5	10,4%
3.	23-27 Years	15	31,3%
4.	>27 Years	28	58,3%
Sum		48	100%

Table 7 Respondent Status

No	Status	Sum	Percentage
1.	Unmarried	21	43,8%
2.	Married	27	56,3%
Sum		48	100%

2. Research Instrument Test Results

Based on the results of the validity test, it is known that all variables X1, X2, and Y have a calculated r value in pearson correlation that is greater than r table. Thus, all questionnaire items are declared valid.

Table 8 Validity Test Results

Variable	Indicators	r calculat e	r table	Information
Workload (X1)	X1.1	0,683	0,291	Valid
	X1.2	0,447	0,291	Valid
	X1.3	0,604	0,291	Valid
	X1.4	0,615	0,291	Valid
	X1.5	0,813	0,291	Valid
	X1.6	0,757	0,291	Valid
	X1.7	0,781	0,291	Valid
	X1.8	0,649	0,291	Valid
Work Motivation (X2)	X2.1	0,574	0,291	Valid
	X2.2	0,672	0,291	Valid
	X2.3	0,429	0,291	Valid

	X2.4	0,760	0,291	Valid
	X2.5	0,713	0,291	Valid
	X2.6	0,779	0,291	Valid
	X2.7	0,735	0,291	Valid
	X2.8	0,645	0,291	Valid
	X2.9	0,617	0,291	Valid
	X2.10	0,732	0,291	Valid
	X2.11	0,654	0,291	Valid
	X2.12	0,669	0,291	Valid
Employee Performance (Y)	Y.1	0,739	0,291	Valid
	Y.2	0,800	0,291	Valid
	Y.3	0,767	0,291	Valid
	Y.4	0,767	0,291	Valid
	Y.5	0,826	0,291	Valid
	Y.6	0,448	0,291	Valid
	Y.7	0,811	0,291	Valid
	Y.8	0,760	0,291	Valid
	Y.9	0,632	0,291	Valid
	Y.10	0,671	0,291	Valid

In testing the reliability of questionnaire items to test the consistency of answers, it is known that the value of Cronchbach's alpha of all variables greater than 0.6 is evidenced by the results of the reliability test as follows.

Table 9 Reliability Test Results

Variable	Cronchbach's Alpha	Information
Workload (X1)	0,815	Reliable
Work Motivation (X2)	0,880	Reliable
Employee	0,897	Reliable

Performance
(Y)

3. Test Classical Assumptions

In the classical assumption test, three stages of testing are carried out including, normality test, multicollinearity test and heterokedasticity test.

The normality test aims to test whether variable X (independent) and variable Y (dependent) are normally distributed or not.

Table 10 Kolmogrov Smirnov Normality Test Results

		Unstandardized Residual
N		48
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.74618421
Most Extreme Differences	Absolute	.064
	Positive	.064
	Negative	-.055
Test Statistics		.064
Asymp. Sig. (2-tailed) ^c		.200d

Based on the results of the kolmogrov-smirnov normality test, it is known that the significance value is $0.200 > 0.05$, meaning that the data are normally distributed and the normality test is met.

The multicollinearity test aims to test whether in the regression model there is a correlation between independent variables. The value commonly used to indicate multicollinearity is if the tolerance value ≤ 0.10 or equal to the VIF value ≥ 10 it can be said that in the data there is multicollinearity (SUKESTI et al., 2021).

Table 11 Multicollinearity Test Results

Type	t	Sig.	Collinearity Statistics	
			Tolerance	VIF
1 (Constant)	4.182	.000		
Workload	-1.625	.111	.985	1.016
Work Motivation	-.071	.943	.985	1.016

Based on the results of multicollinearity testing, the tolerance value is $0.985 > 0.100$ and the VIF value is $1.016 < 10.00$. So it can be concluded that there are no symptoms of multicollinearity (the assumption of multicollinearity has been fulfilled).

According to Ghozali (2021: 178), the heteroscedasticity test aims to test whether in the regression model there is an inequality or variance from the residual of one observation to another.

Table 12 Heterokedasticity Test Results

Type	Standardized Coefficients	t	Sig.
	Beta		
1(Constant)		-.469	.642
Workload	.304	2.132	.169
Work Motivation	.040	.277	.783

Based on the test results, the variables workload and work motivation have a significance value greater than 0.05. This means that there are no symptoms of heterokedasticity (the assumption of heterokedasticity is met).

4. Test the hypothesis

Hypothesis testing is carried out through t tests and F tests to determine the influence and relationship between variables both partially and simultaneously.

The purpose of the t test is to see whether there is a significant influence or not between variables X1, X2 and Y. The data is presented in the table below.

Table 13 Test Results t

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	36.438	5.679		6.416	.000
Workload	-.654	.181	-.446	-3.619	.001
Work Motivation	.209	.082	.313	2.543	.014

a. Dependent Variable: Employee Performance

The Effect of Workload on Employee Performance

The hypothesis tested in this study is that workload negatively affects the performance of PT X sales employees.

Based on the test results, a significance value of $0.01 < 0.05$ was obtained. Thus, H_a is accepted and H_0 is rejected, meaning that the workload variable partially negatively affects employee performance.

The Effect of Work Motivation on Employee Performance

The hypothesis tested in this study is that work motivation has a positive effect on the performance of PT X sales employees.

Based on the test results, a significance value of $0.014 < 0.05$ was obtained. That is, H_a is accepted and H_0 is rejected, meaning that the variable of work motivation partially has a positive effect on employee performance.

The next test is Test F to find out whether variables X1 and X2 simultaneously affect variable Y. The data is presented in the following table.

Table 14 F Test Results

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1301.814	2	650.907	14.099	.000b
Residuals	2077.499	45	46.167		
Total	3379.313	47			

a. Dependent Variable: Employee Performance

Based on the table of F test results above, it is known that the significance value is $0.000 < 0.05$. Thus, H_0 is rejected and H_a is accepted, meaning that workload and work motivation simultaneously affect the performance of PT X sales employees.

5. Coefficient of Determination

The coefficient of determination is used to determine how much influence the independent variable has on the dependent variable. The value of the termination coefficient is determined by the value of R Square.

Table 15 Coefficient of Determination

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.621a	.385	.358	6.795

a. Predictors: (Constant), Work Motivation, Workload

Based on the test results above, the value of the correlation coefficient (R Square) is 0.385. This indicates that workload and work motivation have an influence of 38.5% on the performance of PT X sales employees. The remaining 61.5% is influenced by other variables.

How Workload Affects Performance

The results showed that the workload negatively affected the performance as evidenced by the results of the t test. The workload on PT X leads to a gap in worker capacity with job demands. The gap occurs when employees are unable to complete tasks according to their capacity due to work demands that are too piled up due to short time constraints. Santoso et al. (2019) suggest that excessive workload will cause various kinds of impacts, such as decreased work quality due to workloads that are too heavy and not in accordance with the abilities of the workforce resulting in decreased concentration, self-supervision, and work accuracy.

Managers need to adjust the workload of PT X employees because based on the interview results it was found that the workload received by employees was very high and not in accordance with the time given. This reduces the performance of PT X employees, thus harming the company. Because basically, workload can drive employee performance, but workload that is not controlled and watched out for will negatively affect employees. The higher (inappropriate) the workload the employee has, the lower the employee's performance. Vice versa, the more workload in accordance with time, job desc and work demands, the higher the level of employee performance in carrying out their work.

The results of this study are in line with the results of research by Adrianto, Ilmi and Heksarini (2020) and Dewi and Waruwu (2023) which stated that workload variables have a negative and significant effect on employee performance, as well as research conducted by Dewi et al. (2023) which states that workload affects employee performance.

The Effect of Work Motivation on Performance

In general, employees are motivated to improve performance because of a strong drive to meet unmet needs and as a process of employee self-actualization as evidenced by the ability to carry out the tasks and work charged. The researcher's statement is in line with the concept developed by Swedana (2023) which states that employees who have high motivation in themselves to do work will make these employees more productive.

The work motivation of PT X sales department employees can be said to be low when viewed from the level of employee absenteeism and the results of pre-surveys and questionnaires. This is in line with the performance appraisal data of PT X employees, the majority of which are under the good category. This needs to be a concern for superiors because work motivation is very influential on employee performance. If employee motivation is high, it will affect employee performance that is increasing, so that employees can come on time, be more productive and have the desire to achieve. But on the contrary, if employee motivation is low, it will also have an impact on employee performance that is declining. This is important because it will affect the company's product sales which will have an impact on the company's profits.

Research conducted by Swedana (2023), Hutabarat et al. (2023), Putri dan Edalmen (2023), Novitah and Almiftah (2023), Wahyuningsih and Kirono (2023) and Steffany and Hikmah (2023) validates the researcher's statement by stating the same thing that motivation has a positive effect on employee performance based on research that has been done.

The Effect of Workload and Work Motivation on Employee Performance

Workload and work motivation simultaneously affect employee performance. In an effort to achieve work targets, sometimes companies use various ways to motivate and maximize the potential of existing employees so that sometimes they give excessive workload to employees,

this is done as a form of optimizing employee work to be more productive at work, but by providing excessive workload can have adverse consequences on employees which can cause overload in work and neglect Other work that cannot be completed in the time needed so that this also has an impact on employee work motivation.

Employee performance that is not optimal at PT X is based on high workload and lack of employee motivation so that to work productively and optimally, employees find it difficult to achieve it. This shows that workload and work motivation together affect employee performance. Both variables are important because they affect how the attitude and way employees work to achieve company targets.

Workload and work motivation affect employee performance. The researchers' hypothesis is supported by the research of Wahyuningsih and (Kirono et al., 2023) which states that workload and work motivation simultaneously affect employee performance.

CONCLUSION

Based on the results of research and discussions conducted by researchers on the effect of workload and work motivation of sales employees at PT X, it can be concluded that: (1) Workload negatively affects employee performance, (2) Work motivation has a positive effect on employee performance, and (3) Workload and work motivation simultaneously affect employee performance. Based on these conclusions, in this case researchers suggest the following: The level of workload that is too high and not in accordance with the ability of employees will cause employees to feel stressed so as to reduce employee performance. PT X's marketing manager needs to emphasize this by dividing the workload on employees according to the abilities of each employee accompanied by the intensity of loading adjusted to work conditions. This does not mean that employees are given a low load, but the company must be able to estimate the intensity of the load with deadlines and the number of employees based on the output that each employee is able to do. This can be done by measuring work capacity so that in carrying out their work, employees can work optimally. Motivation comes from motives. Motive is the drive of need in an employee. Motivation becomes a condition that moves employees to be able to fulfill their motives. Companies need to provide continuous motivation to employees so that employees have strong motives that need to be achieved. For example, providing rewards that can improve the quality and quantity of employee work. Good human resource management will encourage the company to achieve maximum employee performance. Of course, this is influenced by the level of workload and work motivation felt by employees. If the employee's workload is already at a very high level, it will have an impact on decreasing employee performance due to physical and emotional instability felt by employees, resulting in employees not being able to complete their work properly. As for employee work motivation, if employees experience demotivation or low work motivation will cause a decrease in employee performance due to the absence of driving and driving factors that make employees do their duties optimally. PT X needs to realize and overcome this linkage because both variables together affect employee performance. There needs to be synergy so that employees are able to produce quality performance.

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