

The Role of Work Discipline, Workload, Work Motivation in Improving Employee Performance: Sragen Regency Population and Civil Registration Office as an Example

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Abstract

The goal of this study is to ascertain how employee performance is impacted by job motivation, workload, and punishment. This kind of study used a quantitative approach. The 49 workers of the Sragen Regency Population and Civil Registration Office make up the study's population; they were all selected as research samples using the total sampling approach. Questionnaires were employed in data gathering methods. Multiple linear regression is used for data analysis. The findings indicate that employee performance is significantly impacted by work discipline, with more work discipline translating into better performance. person performance is strongly impacted by workload; the more work a person has to do, the worse their performance will be. Employee performance is strongly impacted by job motivation; the more motivated workers are at work, the better they perform.

Keywords: Work Discipline; Workload; Work Motivation; Performance

1 Introduction

Human Resources (HR) are very important because they are the most valuable asset of an organisation and they are the driving force behind every activity of a company or institution, such as trade, finance and production. Other industries such as services are not spared either. An organization's capacity to accomplish its objectives is primarily dependent on of its employees to perform the tasks assigned to them. (Hayati & Yulianto, 2021). Population administration services are among the most crucial community services (identity card, family card, birth certificate, death certificate and others). Population management is not a main or essential service, but population management documentation products are the basis of all services in Indonesia today. Almost all government, institutional and private services use the population registration number as the basic record of service users.

In this case, the authority delegated by central government to process the population data of a district or town is the Civil Registration and Population of the Sragen Regency *Office* is no exception. Because of its importance, The personnel of the Sragen Regency Civil Registration and Population Office are required to perform optimally in providing services to the community. Pranata et al., (2022) explain that employees are seen as the most valuable asset for the success of the company, therefore companies must always focus on the performance of each employee to increase the productivity of the company.

Performance is the result of what an employee does within a certain time range by concentrating on the outcomes of the work completed within that time limit (Sinaga & Sihombing, 2021). The influence of the quantity and quality of work that employees do while performing their jobs is known as employee performance (Pranata et al., 2022). Kusumaningsih & Riauwanto (2021) stated that many factors influence employee performance, including their own performance, while indicators that influence the performance of other employees (Gibson et al., 1997) include motivation, discipline, and workload.

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Andriani et al. (2022) show that discipline is the knowledge and readiness to abide by all relevant corporate policies and societal standards, which can be explained by employees always arriving and leaving work on time, completing all tasks according to schedule, following management instructions and complying with all applicable company rules and norms. The implementation of work discipline will be maximum, and if it is not enforced, the achievement of predetermined goals will not be optimally effective and efficient. This is consistent with studies showing that work discipline has a considerable and partly favorable impact on employee performance (Pambudi et al., 2022).

According to Ilani & Susanti (2020), workload is the quantity of tasks that a responsible person or hierarchical unit must do in a certain amount of time. Trisnawaty (2020) asserts that it arises from the interplay between the need of completing the task on schedule... This is in line with studies showing that employee performance is positively impacted by workload (Kusumaningsih & Riauunto, 2021). Motivation is a condition or force that propels workers to accomplish hierarchical organizational objectives, claims Mangkunegara (2012). According to Handoko (2012), motivation is a personality trait that stimulates a person's desire to carry out certain actions in order to accomplish a goal. According to Sutrisno (2016), motivation is what propels or motivates someone to carry out a certain task. To put it another way, motivation may be thought of as the impetus behind doing action. This supports a research by Abidin (2022) that found that employee performance is positively and significantly impacted by job motivation.

1.1 Work Discipline

Discipline is characterized by individuals or groups consistently following established rules and norms. Work discipline specifically involves a conscious and fair desire to adhere to company rules, reflected in behavior aligned with company standards, with violators facing consequences. The significance of work discipline, highlighted by Nawir et al. (2024), lies in its positive impact within the work environment, particularly for leaders setting examples. One key benefit is the improvement of character quality through discipline, emphasizing its pivotal role in individuals' lives and workplaces.

1.2 Workload

Workload is anything that arises from the many activities and responsibilities that employees must complete using their skills in a systematic manner and must be completed according to time (Sinaga & Sihombing, 2021). According to Cashmere (2016), workload is defined as the capacity that a position carries according to predetermined work standards. In other words, workload is a comparison between the total standard time to complete job tasks and the total standard time. Wahyuni (2021) states that there are several factors that affect workload, specifically, external and internal influences. Health state, posture, age, and gender are examples of internal influences, while external factors consist of work environment, physical tasks, and organization.

1.3 Work Motivation

According to Handoko (2008), motivation is a personality trait that motivates people to carry out certain actions in order to accomplish their objectives. A person's conduct is impacted and driven by wants, needs and objectives being met, and satisfaction. Motivation is an endeavor to support an individual's work spirit so that they can work by providing their best skills and talents to accomplish organizational goals (Dewi, 2022). According to Husnan (2000), the factors that affect work motivation include 2 things, namely: 1) intrinsic, which comes from within a person and is related to the content of the job, such as demands on needs, personal goals, attitudes and abilities, a sense of responsibility and others and 2) extrinsic, which comes from outside, such as work atmosphere, salary and wages, interpersonal relationships, organizational policies and others.

1.4 Employee Performance

Performance is the actual effort that embodies ability. Employee performance, as a manifestation of work, comprises the outcomes attained by workers in completing the duties allocated to them. This will serve as the foundation for determining whether or not a company is successful in reaching its objectives (Al-Qorni et al., 2020). Employee performance is the outcome of their efforts in completing assignments and organizational activities (Priansa, 2018).

1.5 Work Discipline and Performance

Work discipline is the state in which workers follow instructions and operate in compliance with business policies. Employee performance is a gauge of a company's success and is the outcome of the work that workers do. Employees who are more disciplined at work perform better; conversely, those who are less disciplined do worse (Bagis et al., 2019). A person's feeling of accountability for the duties they are given is reflected in their level of work discipline. This increases employee performance and fosters a love of work, both of which contribute to the accomplishment of organizational objectives (Burhanuddin et al., 2019). The findings of studies by (Hermanto & Herawati, 2019), (Siregar,

2020), and (Sholikah, 2022) (Bagis et al., 2019) confirm the viewpoints of various researchers by demonstrating that work discipline has a major influence on employee performance. Accordingly, the hypothesis:

H₁ : Work discipline has a significant effect on employee performance

1.6 Workload and Performance

Workload is defined by Permendagri (2008) as the quantity of work that a position or group is required to do, which is the outcome of multiplying volume by time. The quantity of work assigned to staff members or human resources that they must do in a certain length of time is known as the workload (Hasibuan, 2012). Workload arises as a result of limited capacity to access different information. When performing tasks, individuals are able to complete the responsibilities given to them to a certain level. If the limitations that exist in individuals are perceived as an obstacle in achieving the expected work outcomes, it indicates that there is a gap between the expected ability and the individual's capacity. According to (Gawron, 2008), there are three aspects that make up a workload, namely: mental load, physical load and time load. Workload significantly affects employee performance, according to the findings of studies by Irvianti & Verina (2015), Tanjung et al. (2021), Cholshoh (2021), Wahyuni (2021), and Budiono (2022). The following theory is put out in light of this description:

H₂ : Workload has a significant effect on employee performance.

1.7 Work Motivation and Performance

Employees are more enthusiastic when they get motivation from their superiors, because it is about the mentality and comfort of the employees at work. Someone has to want to be treated well by the agency, and on the other hand, the management of the agency also wants its employees to comply with the applicable regulations, so that there is a mutually beneficial situation for the progress of the agency itself. Training and education provided by the agency to its staff will be beneficial. Agencies also want reciprocity from employees in the form of improved performance, and because employees are an asset to agencies, agencies must satisfy their requirements. Employee performance will be a reflection of the agency's quality. Given the findings of studies by Bachtiar (2012), Elqadri et al. (2015), and Sulismiyati (2021), which indicate that employee performance is significantly impacted by job motivation, the following hypothesis may be made:

H₃ : Work motivation has a significant effect on employee performance.

1.8 Framework

Based on the description in the literature review and the formulation of the hypothesis above, a brief framework scheme can be made as follows:

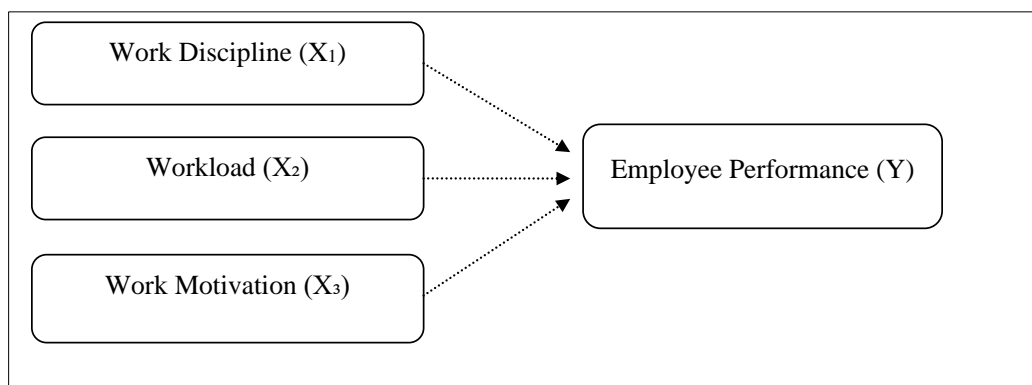


Figure 1 Framework

2 Material and methods

The research design used in this study was descriptive research with a quantitative approach. The 49 workers of the Sragen Regency Population and Civil Registration Office made up the study's population, and all of them became research samples used total sampling technique. The dependent variable of this research is worker performance. Workplace motivation, workload, and discipline are the independent factors. Indicators of employee performance

measurement from Mathis & Jackson (2016) consist of output quantity, output quality, output period, attendance and cooperation ability. Indicators of work discipline from Nawir et al. (2024) specifically objectives and skills, human relations, justice, supervision, incentives, leadership models, and punitive consequences. Tarwaka (2013) lists time load, mental effort load, and psychological pressure load as indicators of workload. Work motivation indicators from Hasibuan (2014) are physical needs, security, social needs, need for recognition and need for self-actualisation. This study uses quantitative data to assess the following variables: employee performance, job motivation, workload, and work discipline. These characteristics were measured in a questionnaire using a Likert scale. The scores were as follows: Strongly Agree (SS) scored 5, Agree (S) scored 4, Neutral (N) scored 3, Disagree (TS) scored 2, and Strongly Disagree (STS) scored 1. This research evaluated the effects of work discipline, workload, work motivation, and employee performance used research instrument test, classical assumption test, multiple linear regression, t test, F test and coefficient of determination with SPSS software.

3 Results

The questionnaire was given directly to employees of the Sragen Regency Population and Civil Registration Office with 7 days given to fill out the questionnaire and all questionnaires were returned so that the response rate was 100%.

3.1 Validity Test

Table 1 Results of Validity Test

Variables	Ques item	α	p value	Description
Work Discipline	dk1	0.05	0.000	Valid
	dk2	0.05	0.000	Valid
	dk3	0.05	0.005	Valid
	dk4	0.05	0.000	Valid
	dk5	0.05	0.000	Valid
	dk6	0.05	0.001	Valid
	dk7	0.05	0.000	Valid
	dk8	0.05	0.002	Valid
Workload	dk1	0.05	0.000	Valid
	dk2	0.05	0.000	Valid
	dk3	0.05	0.005	Valid
Work motivation	mk1	0.05	0.000	Valid
	mk2	0.05	0.000	Valid
	mk3	0.05	0.005	Valid
	mk4	0.05	0.000	Valid
	mk5	0.05	0.000	Valid
Employee performance	kk1	0.05	0.000	Valid
	kk2	0.05	0.000	Valid
	kk3	0.05	0.005	Valid
	kk4	0.05	0.000	Valid
	kk5	0.05	0.000	Valid

The full questionnaire is deemed valid as the results of the validity test used Pearson Correlation showed that the questions measuring work discipline, workload, work motivation, and employee performance had p values less than 0.05.

3.2 Reliability Test

Table 2 Reliability Test Results

Variables	Cronbach Alpha	Criteria	Description
Work discipline	0.638	0.60	Reliabel
Workload	0.783	0.60	Reliabel
Work motivation	0.623	0.60	Reliabel
Employee performance	0.746	0.60	Reliabel

Cronbach's alpha value from the work discipline variable is 0.638, workload variable is 0.783, work motivation variable is 0.623 and employee performance is 0.746. This shows that all variables in this study have a reliability value and Cronbach's alpha value > 0.6 which means that all variables have met the requirements of each indicator and can be trusted or consistent in displaying latent variables.

3.3 Classical Assumption Test

3.3.1 Normality test

The criteria for a data residual is normally distributed or not with the Normal P-P Plot approach can be done by looking at the distribution of these points approaching or meeting the straight line (diagonal), it is said that the residual (data) is normally distributed, but if the distribution of these points explores the line, it is not normally distributed. The results of the normality test can be seen in the following figure:

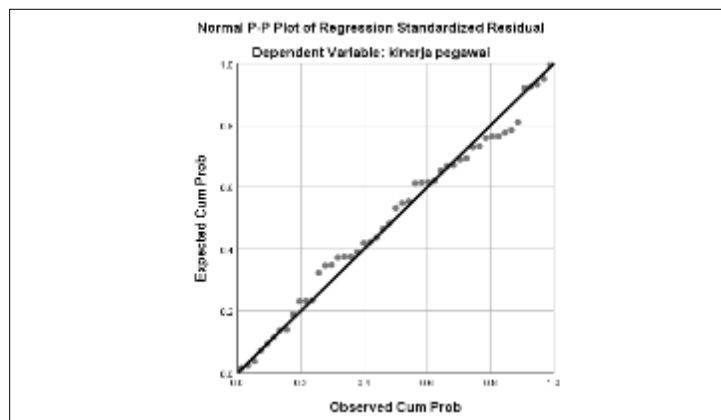


Figure 2 Normality Test

Based appearance of Figure 1 graph normal plot of Regression Standardised Residual it can be concluded that the data is normally distributed. This is because the graph shows that the graph is in accordance with the principle of normality, namely the data spreads around the diagonal line and follows the direction of the diagonal line or histogram grap

3.4 Multicollinearity test

The results of the multicollinearity test with SPSS can be seen in the following table:

Table 3 Multicollinearity Test Results

Variable	Tolerance	VIF
Work discipline	0.700	1.428
Workload	0.761	1.314
Work motivation	0.587	1.704

The results of the multicollinearity test obtained the results of the work discipline, workload and work motivation variables have a tolerance value > 0.1 and a VIF value < 10, so there is no multicollinearity.

3.5 Heteroscedasticity Test

The results of the heteroscedasticity test are as follows:

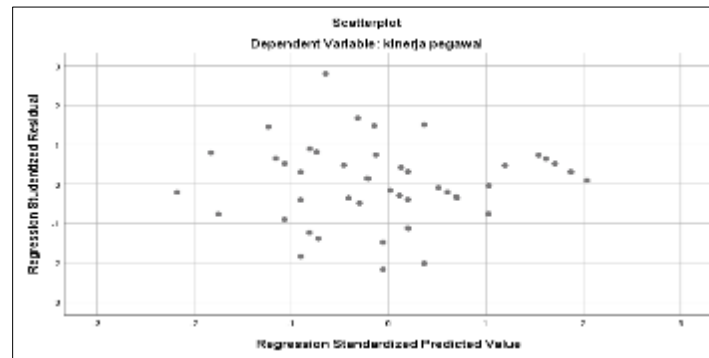


Figure 3 Heteroscedasticity Test Results

The results of the heteroscedasticity test showed that there was no clear pattern, and the points spread above and below the number 0 on the y-axis, so there was no heteroscedasticity.

3.6 Multiple Linear Regression

Table 4 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.640	3.970		0.917	0.364
	Work discipline	0.300	0.102	0.320	2.934	0.005
	Workload	-0.298	0.109	-0.285	-2.728	0.009
	Work motivation	0.465	0.144	0.384	3.230	0.002
	F Test	0,000				
	Adj R ²	60.1%				

The results of the multiple linear regression equation and its interpretation are as follows:

$$Y = 3.640 + 0.300X_1 - 0.298X_2 + 0.465X_3$$

Employee performance will be positive if the variables work discipline, workload, and motivation are maintained constant. This is shown by the constant value (a), which is 3.640 and positive. The work discipline variable (b1) has a positive sign and a coefficient value of 0.300, indicating that as employee discipline increases, so does employee performance. With a negative sign and a coefficient value of 0.298, the variable workload (b2) indicates that workers' performance will decline as their workload rises. Employee performance will rise when work motivation improves, according to the work motivation variable's (b3) positive sign and coefficient value of 0.465. Because the p-value is less than 0.05, the t-test findings demonstrate that work motivation, workload, and discipline all significantly affect employee performance.

3.7 t-test

- The effect of work discipline on employee performance

The t test results of the work discipline variable obtained a t value of 2.934 with a p value of 0.005 < 0.05, meaning that work discipline has a significant effect on the performance of employees Sragen Regency Population and Civil Registration Office, so H1 is accepted.

- The effect of workload on employee performance

The t test results of the work discipline variable obtained a t value of -2.728 with a p value of 0.009 < 0.05, meaning that workload has a significant effect on the performance of employees of Sragen Regency Population and Civil Registration Office, so H2 is accepted.

- The effect of work motivation on employee performance

The t test results of the work motivation variable obtained a t value of 3.230 with a p value of 0.002 < 0.05, meaning that work motivation has a significant effect on the performance of employees of Sragen Regency Population and Civil Registration Office, so H3 is accepted.

3.8 F-test

The F-test findings showed a p-value of 0.000 < 0.05, indicating that work motivation, workload, and work discipline all had an impact on Sragen Regency Population and Civil Registration Office workers' performance simultaneously.

3.9 Determination Coefficient

With an adjusted R square value of 0.601, the coefficient of determination results showed that work discipline, workload, and motivation had a 60.1% impact on the performance of the Sragen Regency Population and Civil Registration Office employees, while 39.9% was influenced by variables not included in the research model.

4 Discussion

4.1 The Effect of Work Discipline on the Employee Performance

The findings demonstrated that workers' performance at the Sragen Regency Population and Civil Registration Office is significantly impacted by work discipline. The regression coefficient's value is positive, indicating that workers' performance increases with their level of work discipline and decreases with their level of discipline (Bagis et al., 2019). The accomplishment of organizational objectives is impacted by workers who exhibit good work discipline, which demonstrates accountability for the responsibilities delegated to them by the leadership (Burhanuddin et al., 2019). These results corroborate earlier studies showing that work discipline significantly affects employee performance by Hermanto & Herawati (019), Siregar (2020), and Sholikah (2022).

4.2 The effect of workload on employee performance

The findings demonstrated that staff performance at the Sragen Regency Population and Civil Registration Office is significantly impacted by workload. The regression coefficient's value is negative, indicating that workers' performance decreases as their workload increases. According to Cashmere (2016), workers that have an excessive workload find it difficult to execute their responsibilities, and they become sluggish at work, which lowers employee performance. These results corroborate other studies by Budiono (2022), Wahyuni (2021), and Cholishoh (2021) that discovered a substantial impact of workload on worker performance.

4.3 The effect of work motivation on employee performance

The findings demonstrated that workers' performance at the Sragen Regency Population and Civil Registration Office is significantly impacted by their motivation at work. Given that the regression coefficient value is positive, greater performance is expected from employees who are more motivated at work. An important factor in raising employee performance is motivation, work motivation is very important in relation to the performance produced by work motivation employees carried out in the office. Providing motivation aims to keep employees and want to carry out work according to their skills, and it is hoped that not only do they want to work, but also the most important thing is that their work is what the office wants (Basalamah et al., 2022). These results support previous research from Sulismiyati (2021) that work motivation has a significant effect on employee performance.

5 Conclusion

Employee performance is significantly impacted by work discipline; the more disciplined an employee is, the better his performance. Workload also significantly affects employee performance; the more work an employee has to do, the worse his performance. person performance is significantly impacted by job motivation; the more motivated a person is at work, the better his performance will be. in order for the staff of the Sragen Regency Civil Registration and Population Office need to be more obedient in behaving in accordance with the norms that apply to each employee, managers should establish proper work procedures for each employee so that employees can work more quickly, accurately and efficiently, and provide incentives or promotions for employees who excel so as to motivate other employees to work harder.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed

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