

THE EFFECT OF WORKLOAD AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE OF PT JASAMARGA KUALANAMU – TEBING TINGGI ROUTE

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Abstract

This study aims to determine how the workload and work motivation affect the performance of employees of PT Jasamarga Segment Kualanamu - Tebing Tinggi both partially and simultaneously. The approach of this study is associative. The population is all employees of PT Jasamarga Segment Kualanamu - Tebing Tinggi and the sample is 35 employees of PT Jasamarga Segment Kualanamu - Tebing Tinggi. The data collection technique in this study uses a questionnaire technique. The data analysis technique in this study uses Multiple Linear Regression Analysis Test, Hypothesis Test (t Test and F Test), and Coefficient of Determination. Data processing in this study uses SPSS (Statistical Package for the Social Sciences) software version 29.00. Partially there is a positive and significant effect between workload on employee performance of PT Jasamarga Segment Kualanamu - Tebing Tinggi. Partially there is a positive and significant effect between work motivation on employee performance of PT Jasamarga Segment Kualanamu - Tebing Tinggi. Simultaneously there is a positive and significant effect between workload and work motivation on employee performance of PT Jasamarga Segment Kualanamu - Tebing Tinggi.

Keywords: *Workload, Work Motivation, Employee Performance*

A. BACKGROUND

In an increasingly competitive business world, employee performance is one of the key factors that determine the success of an organization. Employee performance is not only influenced by individual abilities, but also by various external factors, including workload and work motivation. PT Jasamarga Ruas Kualanamu - Tebing Tinggi is one of the operators engaged in toll road operations, facing challenges in maintaining stable employee performance. This is an important concern, considering that unstable performance can have a negative impact on the productivity and operational efficiency of the company. The 61.7-kilometer Medan-Kualanamu-Tebing Tinggi (MKTT) Toll Road connects Medan City, Kualanamu International Airport, and Tebing Tinggi City, and is part of the Trans-Sumatra Toll Road network. PT Jasamarga's Kualanamu-Tebing Tinggi Section employees consist of 200 people from several divisions. In this case, we conducted a study in the operational section, namely customer service with 35 employees. PT Jasamarga's Kualanamu-Tebing Tinggi Section employees in the customer service section are tasked with providing services to toll road users, ensuring safety, and carrying out operational tasks professionally. They also attend training and briefings to improve service quality, based on field observations, they were working on final assignment reports.

Based on the results of the interview with the Supervisor regarding the assessment of customer service performance in the field, the supervisor explained that at the end of each shift the supervisor assesses the performance of Customer Service (CS) employees by covering several aspects, namely:

1) Presence

Presence is a very important key point, because it can create a positive experience for road users and improve the company's image. The supervisor also emphasized the need for consistency in CS presence to ensure that all road user requests are handled quickly and efficiently, especially at critical times.

2) Field of Work Insight

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There are still some CS whose initiative is lacking in the ability to take action without waiting for orders and solve road user problems. Many companies expect their employees' performance results to be achieved well, but in reality not all can achieve that.

3) Attitude and Work Ethics

To what extent CS is friendly, polite and professional in serving road users, but the supervisor said that there were also some CS who were less friendly.

4) Activities

So far, there are still some CS who have not maximally participated in company programs or activities.

The following are the results of the performance assessment of customer service employees.

Table 1

Assessment criteria	Target Achievement	January (%)	February (%)
Presence	100%	88.1%	89%
Field of Work Insight	100%	78.5%	79.4%
Attitude	100%	80.7%	81.2%
Activity	100%	58.7%	60%

Source: PT Jasamarga Kualanamu – Tebing Tinggi Section 2025

The following are the results of a pre-survey of 20 employees in the operational department.

Table 2

Pre-Employee Performance Survey of PT Jasamarga Employees, Kualanamu - Tebing Tinggi Section

No.	Question	Respondents' Answers (%)			
		Yes	%	No	%
1	I am able to deal with customer complaints well	8	40%	12	60%
2	I always try to be friendly and polite to toll road users	9	45%	11	55%
3	I follow the work procedures according to the standards set by the company.	9	45%	11	55%

Source: Data processed by researchers, 2025

Based on the results of the pre-survey above It can be seen that the problems faced by PT Jasamarga Ruas Kualanamu - Tebing Tinggi are employee performance that is not optimal. Although the company has implemented various programs and policies to improve performance, the results obtained are still not as expected. This can be seen from the average answer that is predominantly no to employee performance questions such as the ability to deal with customer complaints well as much as 60%, always trying to be friendly and polite to toll road users 55% and following work procedures according to company standards 55%. The assessment of employee performance that is not optimal shows a gap between the goals to be achieved and the existing reality. This raises questions about what factors influence employee performance in this company.

Table 3

Pre-Survey of Workload of PT Jasamarga Employees on the Kualanamu – Tebing Tinggi Route

No.	Question	Respondents' Answers (%)			
		Yes	%	No	%
1	I often feel tired because of working with smoke and noise pollution.	8	40%	12	60%
2	Shift work hours affect the level of physical and mental fatigue.	11	55%	9	45%
3	I can complete work according to the targets set by the company	9	45%	11	55%

Source: Data processed by researchers, 2025

Based on the results of the pre-survey above, it can be seen that the significant factor is workload. This can be seen from the average dominant answer that answered no to the workload question such as often feeling tired due to working with smoke and noise pollution 60%, shift work affecting the level of physical and mental fatigue 45% and completing work according to the targets set by the company 55%. The high workload that must be borne by

employees can cause stress and fatigue, which in turn can reduce motivation and performance. In the context of PT Jasamarga Ruas Kualanamu - Tebing Tinggi, it is important to evaluate whether the current workload is balanced and in accordance with employee capacity. If not, the company needs to consider making adjustments so that employees can work more effectively and efficiently (HARIANA, D., 2020)

Table 4

Pre-Survey of Work Motivation of PT Jasamarga Employees, Kualanamu – Tebing Tinggi Section

No.	Question	Respondents' Answers (%)			
		Yes	%	No	%
1	I can handle unexpected work quickly	8	40%	12	60%
2	I get support in carrying out my work from my superiors and colleagues.	9	45%	11	55%
3	Supporting work facilities for smooth operations have been fulfilled	9	45%	11	55%

Source: Data processed by researchers, 2025

Based on the results of the pre-survey above, it can be seen that in addition to workload, work motivation also plays an important role in determining employee performance. This can be seen from the average dominant answer that answered no to work motivation questions such as being able to deal with unexpected work quickly 60%, support in carrying out work from superiors and colleagues 55% and Work facilities that support smooth operations have been met 55%. Motivated employees tend to be more productive, creative, and committed to their work. However, if work motivation is low, employees may not try their best to complete their tasks. Therefore, it is important for the management of PT Jasamarga Ruas Kualanamu - Tebing Tinggi to understand the factors that influence employee work motivation, such as recognition, appreciation, and opportunities for development. By creating a supportive work environment, companies can increase employee motivation and, ultimately, their performance (Amelia, SR, 2024)

Based on the description above, this study aims to examine the relationship between workload and work motivation on employee performance at PT Jasamarga.Kualanamu -Tebing Tinggi section. By understanding the existing problems, it is expected that the company can formulate the right strategy to improve employee performance, so that it can achieve a better predicate and contribute to the overall success of the company. This study is expected to provide valuable insights for management in making decisions related to human resource management, as well as creating a more productive and satisfying work environment for employees.

B. LITERATURE REVIEW

Performance in an organization can be understood as the result or achievement of whether the goals set by the organization have been achieved or not. According to Soadji in (Mansur et al., 2024) performance is the work results achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization legally, without violating the law and in accordance with morals and ethics. According to Armstrong and Baron in (Almaududi et al., 2021) performance involves the implementation of tasks and the results obtained from the implementation of these tasks. According to (Sihombinget al., 2022) there are five indicators of employee performance, namely:

- 1) Work result
The results of the work are the products resulting from the implementation of tasks, obligations, or projects.
- 2) Job Knowledge
Job knowledge (job knowledge) is the technical or professional understanding relevant to a particular job position, including what is already known and not the potential to learn new things.
- 3) Initiative
Initiative is the ability to take action or do something without having to wait for instructions from others.
- 4) Mental Agility
Mental agility refers to an individual's ability to understand and react quickly to instructions or information given, as well as the ability to adapt to changes in the work environment.
- 5) Attitude
Attitude is a person's reaction or evaluation of feelings towards an object, person, or event.

According to (Solihin, 2021) excessive workload can cause pressure on individuals, causing stress. This can be caused by high requirements in the required skills, high work speed, and other factors. According to (Fajri et al.,

2021) excessive workload causes emotional disturbances in employees, which has implications for decreased employee morale, productivity and performance. This has the potential to indirectly harm the organization because employees cannot provide maximum contribution, so that organizational goals become difficult to achieve. According to (Sihombing *et al.*, 2022) there are six indicators of workload, namely:

- 1) Physical Load
Physical load is a workload that requires physical effort, such as muscle, to complete the work.
- 2) Mental Burden
Mental stress is psychological stress caused by work or demands that must be met.
- 3) Time Burden
Time load is the workload that arises when a person is required to complete his/her tasks according to a predetermined time, with indicators of speed and amount of work done in the same time.
- 4) Working conditions
Working conditions are everything around workers that can influence workers in carrying out their work.
- 5) Targets to be achieved
The targets that must be achieved include various aspects, starting from sales targets, revenue, new customer acquisition, and customer retention.
- 6) Work environment
The work environment is the physical, social, and psychological conditions in the workplace that affect employee performance.

According to Dal Forno & Merlone in (Riyanto *et al.*, 2021) motivation is an urge that arises within a person consciously or unconsciously to demand action with a certain purpose. This can be the most important component, whether in work, education, or lifestyle. Motivation can move any work more easily and quickly. According to Wahjosumidjo in his book (Sukrispiyanto, 2019) motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur in a person. The psychological process arises due to factors within the person himself. According to (Rahmadani *et al.*, 2023) there are four indicators of work motivation, namely:

- 1) Remuneration
Remuneration is an imbalance given to a person or entity for their services. Remuneration can take the form of salary, rent, interest, or profits.
- 2) Working Conditions
Working conditions are everything around the worker that can affect the worker in carrying out his work. Working conditions are also called the work environment.
- 3) Work Facilities
Work facilities are the means and infrastructure provided by the company to support employee work.
- 4) Recognition from Superiors
Recognition from superiors, in the context of business and employment, refers to formal or informal awards or recognition given to employees for specific performance, contributions, or achievements.

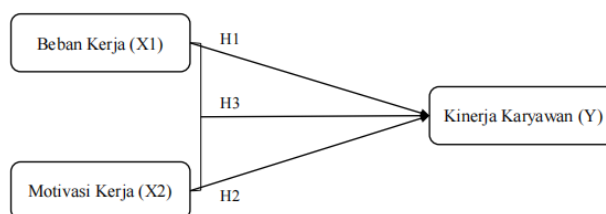


Figure 1 Research Framework

Based on the theoretical relationship described above, the research hypothesis can be formulated as follows:

H1: Workload has an effect on employee performance at PT Jasamarga Ruas Kualanamu – High Cliff.

H2: Work motivation has an effect on employee performance at PT Jasamarga Ruas Kualanamu –

High Cliff.

H3: Workload and Work Motivation have a simultaneous effect on Employee Performance PT Jasamarga Kualanamu – Tebing Tinggi Section.

C. RESEARCH METHODS

The location used for this research was conducted at the company PT. JasamargaKualanamu - Tebing Tinggi Section, North Sumatra Province. The research period starts from February 2025 to March 2025. The population in this study were all employees working in the company environment of PT Jasamarga Ruas Kualanamu - Tebing Tinggi totaling 200 people. The sample in this study were employees of PT Jasamarga Ruas Kualanamu - Tebing Tinggi customer service division totaling 35 people.

The type of data used is quantitative data, namely data obtained from PT JasamargaKualanamu - Tebing Tinggi section in the form of numbers that can be calculated. This data is obtained from the questionnaire that will be distributed and is related to the problem being studied.

The data analysis model used in this study is:

a. Classical Assumption Test

1. Normality Test

The normality test is used to test whether the regression model in this study has normally distributed residuals or not. An indicator of a good regression model is having normally distributed data.

2. Multicollinearity Test

The multicollinearity test is used to test whether a research regression model has a correlation between independent variables.

3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality in the variance of the residuals from one observation to another (Ghozali, 2018:120).

b. Multiple Linear Regression Analysis

According to Sugiyono (2017:275) multiple linear regression analysis is used by researchers, if researchers predict how the dependent variable (criterion) will rise or fall, if two or more independent variables as predictor factors are increased or decreased in value (manipulated). with the following formula:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y = Employee performance

a = Constant

β_1 to β_2 = Regression coefficient

X1 = Workload

X2 = Work motivation

e = Standard error

c. Hypothesis Testing

1. Partial Test (t-Test)

The t-statistic test is used to determine how far the influence of one independent variable individually explains the variation in the dependent variable (Ghozali, 2017:22)

2. F Test (Simultaneous)

The F test is used to test whether the regression model can be used to predict the dependent variable.

d. Coefficient of Determination Test (R-Square)

The coefficient of determination test is used to determine how much influence the independent variable has on the dependent variable.

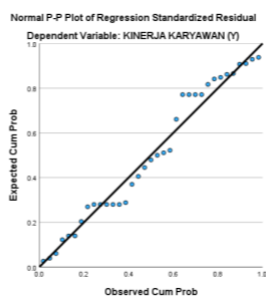
D. RESEARCH RESULTS AND DISCUSSION

Data analysis

Classical Assumption Test

1. Data Normality Test

Data normality is important because normally distributed data is considered to represent the population.



Source: SPSS Data Processing 29.00 (2025)

Figure 2 Normality Test

Based on Figure 4, normal probability plots show that the points are spread around the diagonal line and follow the direction of the diagonal line. So it can be concluded that the residuals are normally distributed and the regression model. So, the normality requirements have been met.

2. Multicollinearity Test

Multicollinearity test means that the independent variables contained in the regression model have a perfect or near-perfect linear relationship (Juliandi et al., 2015). The cutoff value that is generally used to indicate the presence of a multicollinearity test is that there are no symptoms of multicollinearity, if the Tolerance value ≥ 0.10 and the VIF value < 10 . Based on the SPSS output results, the VIF value and tolerance value can be seen in table 4.4 below.

Table 5
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.758	3.826		3.073	0.004		
	BEBAN KERJA (X1)	0.387	0.123	0.410	3.143	0.004	0.755	1.324
	MOTIVASI KERJA (X2)	0.282	0.077	0.476	3.646	<0.001	0.755	1.324

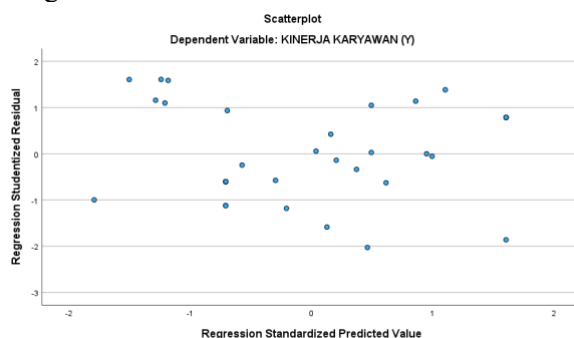
a. Dependent Variable: KINERJA KARYAWAN (Y)

Source: SPSS Data Processing 29.00 (2025)

Based on table 5 shows that each independent variable has a tolerance value ≥ 0.10 which means that there is no correlation between the independent variables. In the results of the VIF calculation can also show the most similar thing, where each independent value variable can have a VIF value ≤ 10 , then it can be concluded that there is no symptom of multicollinearity.

3. Heteroscedasticity Test

The regression model that meets the requirements is where there is a similarity of variance from the residual of one observation to another observation remains or is called heteroscedasticity. Based on the SPSS output results, the scatterplot diagram can be seen in Figure 4.2 below.



Source: SPSS Data Processing 29.00 (2025)

Figure 3 Heteroscedasticity Test

Based on the picture3 above can be seen that random points, both above and below the number 0 on the Y axis and do not show a particular pattern or shape. So the assumption for the heteroscedasticity test can be concluded that the regression model that can be used does not have heteroscedasticity.

4. Multiple Linear Regression

Multiple linear regression models are used to determine the effect of independent variables on dependent variables. This multiple linear regression analysis is used to determine the Effect of Workload and Work Motivation on Employee Performance at PT JasamargaKualanamu - Tebing Tinggi section.

Table 6 Multiple Linear Regression Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
1		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	11.758	3.826		3.073	0.004		
	BEBAN KERJA (X1)	0.387	0.123	0.410	3.143	0.004	0.755	1.324
	MOTIVASI KERJA (X2)	0.282	0.077	0.476	3.646	<0.001	0.755	1.324

a. Dependent Variable: KINERJA KARYAWAN (Y)

Source: SPSS Data Processing 29.00 (2025)

From the table above, the regression equation can be determined based on column B which is the regression coefficient for each variable. So the regression equation is as follows.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$\text{Employee Performance} = 11,758 + 0.387 + 0.282 + \epsilon$$

The following explanation regarding the results of the regression equation can be implemented as follows:

1. The constant value of 11,758 indicates that the workload and work motivation are in a constant state where there is no change or is equal to zero, so employee performance has a value of 11,758.
2. The workload coefficient value of 0.387 with a positive direction indicates that if the workload increases, it will be followed by an increase in employee performance of 0.387, assuming that other independent variables are considered constant.
3. The work motivation coefficient value of 0.282 with a positive direction indicates that if work motivation increases, it will be followed by an increase in employee performance of 0.282, assuming that other independent variables are considered constant.

Hypothesis Testing

1. Partial Test (t-Test)

The partial t-test is a method to assess the significance of the influence of variable X on variable Y individually. This test is used to determine the extent to which the independent variable contributes to explaining the dependent variable. In this T-test, the level of significance commonly used is 0.05 (or 5%).

Table 7 t-test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
1		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	11.758	3.826		3.073	0.004		
	BEBAN KERJA (X1)	0.387	0.123	0.410	3.143	0.004	0.755	1.324
	MOTIVASI KERJA (X2)	0.282	0.077	0.476	3.646	<0.001	0.755	1.324

a. Dependent Variable: KINERJA KARYAWAN (Y)

Source: SPSS Data Processing 29.00 (2025)

a. The Influence of Workload on Employee Performance

Based on the partial test results of the effect of workload on employee performance, the t-count value for the workload variable is 3.143 and t-table with $\alpha = 5\%$ is 2.030. The workload variable has a t-count value greater than t-table ($3.143 > 2.030$) with a significant figure of $0.004 < 0.05$. So partially there is a significant positive effect between workload and employee performance.

b. The Influence of Work Motivation on Employee Performance

Based on the partial test results of the influence of work motivation on employee performance, the t-count value for the workload variable is 3,646 and t-table with $\alpha = 5\%$ is 2,030. The work motivation variable has a t-count value greater than t-table ($3,646 > 2,030$) with a significant figure of $0.001 < 0.05$. So partially there is a significant positive influence between work motivation and employee performance.

2. F Test (Simultaneous)

The F test aims to test the influence of independent variables simultaneously on dependent variables, namely. Based on the SPSS output results, the F test results can be seen in table 7 as follows:

Table 8 F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	182.106	2	91.053	22.854	<0.001 ^b
	Residual	127.494	32	3.984		
	Total	309.600	34			

a. Dependent Variable: KINERJA KARYAWAN (Y)

b. Predictors: (Constant), MOTIVASI KERJA (X2), BEBAN KERJA (X1)

Source: SPSS Data Processing 29.00 (2025)

From the ANOVA test or F test, the F count value ($22.854 > F$ table (2.70) with a significance level of 0.001. Because the significant probability is much smaller than 0.05, H_0 is rejected and H_a is accepted. This shows that simultaneously stating that there is a significant influence of workload and work motivation together on employee performance.

3. Test of Determination Coefficient (R-Square)

Based on the SPSS output results, the results of the determination coefficient test can be seen in table 4.8 below:

Table 9 Test of Determination Coefficient (R-Square)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.767 ^a	0.588	0.562	1.996	1.422

a. Predictors: (Constant), MOTIVASI KERJA (X2), BEBAN KERJA (X1)

b. Dependent Variable: KINERJA KARYAWAN (Y)

Source: SPSS Data Processing 29.00 (2025)

Based on table 4.8 above, it can be seen that the value of $R = 0.767$ for the relationship between variables and R Square = 0.562 means 56.2% indicating that the ability of the independent variables, namely workload and work motivation in explaining the dependent variable, namely employee performance, is 56.2%. So it can be concluded that employee performance is influenced by workload and work motivation in explaining employee performance by 56.2%, while the rest is ($100\% - 56.2\% = 43.8\%$) which has been influenced by other factors that have not been able to explain by the independent variables in this research model.

E. DISCUSSION

1. The Influence of Workload on Employee Performance

Based on the partial test results of the effect of workload on employee performance, the t-count value for the workload variable is 3.143 and t-table with $\alpha = 5\%$ is 2.030. The workload variable has a t-count value greater than t-table ($3.143 > 2.030$) with a significant figure of $0.004 < 0.05$. So partially there is a significant positive effect between workload and employee performance.

2. The Influence of Work Motivation on Employee Performance

Based on the partial test results of the influence of work motivation on employee performance, the t-count value for the workload variable is 3,646 and t-table with $\alpha = 5\%$ is 2,030. The work motivation variable has a t-count value greater than t-table ($3,646 > 2,030$) with a significant figure of $0.001 < 0.05$. So partially there is a significant positive influence between work motivation and employee performance.

3. The Influence of Workload and Work Motivation on Employee Performance

From the ANOVA test or F test, the F count value ($22.854 > F$ table (2.70) with a significance level of 0.001. Because the significant probability is much smaller than 0.05, H_0 is rejected and H_a is accepted. This shows that simultaneously stating that there is a significant influence of workload and work motivation together on employee performance.

F. CONCLUSION

Based on the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. Partially, there is a positive and significant influence between workload and employee performance of PT Jasamarga Kualanamu - Tebing Tinggi Route.
2. Partially, there is a positive and significant influence between work motivation and employee performance at PT Jasamarga Kualanamu - Tebing Tinggi Route.

Simultaneously, there is a positive and significant influence between workload and work motivation on the performance of PT Jasamarga employees in the Kualanamu - Tebing Tinggi area.

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