The Influence of Working Hours, Workload, Incentives and Work Motivation on Performance of Employees at the National Land Agency of Labuhan Batu

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Abstract

Human resources (HR) become the driving force for institutions to achieve goals with the work achieved. Efforts to develop this goal, the National Land Agency of Labuhanbatu Regency can implement working hour's regulations, workload balance, incentives and motivation so that employee performance can be realized. This study aims to analyze the effect of working hours, workload, incentives and motivation on the performance of the employees of the National Land Agency Office of Labuhanbatu Regency. This type of research is quantitative with data collection techniques used are observation, documentation and questionnaires. The population in this study were 119 employees of the National Land Agency Office of Labuhanbatu Regency. The research sample was taken using the slovin formula, with a total of 92 people. The test results partially prove that the t arithmetic value is 2.020 > t table 1.6625, which means working hours (X1) have a positive effect on the employee performance variable (Y). Then the value of t arithmetic is 5.806 > t table 1.6625 explaining that workload (X2) has a positive effect on employee performance variable (Y). Furthermore, the results of the regression analysis with a t-count value of 2.090 > t-table 1.6625 proves that the incentive (X3) has a positive effect on the employee performance variable (Y). The results of the regression analysis of the t arithmetic value of 2.060 > t table 1.6625 explains that motivation (X4) has a positive effect on employee performance variables (Y). Simultaneous test analysis in this study shows that the value of Fcount is 23,803> Ftable 2.48 with a significance value of 0.000 <0.05. From these results, Working Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4)positive and significant effect on employee performance (Y). The value of R Square from the analysis of the coefficient of determination of 0.523 means that work productivity can be explained by the variableWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) by 52.3%, while the remaining 47.7% can be explained by other variables not examined in this study.

I. Introduction

Human resources have an important role in increasing development, because they have the talent, energy and creativity that are needed to drive development. It should be realized that human resources are resources that are directly involved in carrying out organizational activities and agency. Therefore, organizations and agencies must be able to give maximum attention to their human resources, both in terms of work culture and abilities and commitment of an employee, so that they are encouraged to provide all

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abilities as needed (Astika and Yasa, 2018). Given the large role of HR as the driving force of the institution in achieving its goals, institutional efforts to encourage its employees to work better must be carried out. With employees who work optimally, the work achieved by employees in carrying out their duties will be in accordance with the responsibilities given.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The head of the Labuhanbatu Regency National Land Agency office still often divides work hours from the agency to its employees to increase working hours or do overtime outside of the agreement between the two parties. This is done as an effort to accelerate time, even though the agency admits that there has been an increase in direct costs. For organizations, work shift arrangements are carried out with the aim of maintaining the smoothness and completion of long-delayed work, while for workers, this becomes a workload that must be completed. The higher the working hours and workload given to employees, the higher the performance of employees at the National Land Agency of Labuhanbatu Regency.

Working hours are an agreement that has been determined by both parties between the organization and employees (Bick et al., 2016; OECD, 2016).Working Hours is the time to do work, it can be carried out during the day and/or at night. Planning future jobs is a step to improve time management. If the work plan has not been made carefully, there is nothing that can be used as a guide to determine that the business being carried out is in line with the goals to be achieved. By managing the activities to be made, a person can save time and work (Su'ud, 2017). Busro (2018) explains that working hours are often used as a determinant of the amount of wages paid by employeesorganizationfor example per day, per hour, per week, or per month. However, there are rules regarding the maximum working time limit, and the provision of rest periods, as well as compensation for exceeding these provisions.According to Su'ud (2017), the criteria for measuring effective working time are as follows: (1). Fully understand the work to be carried out, (2). Giving priority to work according to interests, (3). Delegating a lot of work, (4). Supervise acting problems so they don't happen again, (5). Set time for completion of work.

The workload is atargets to be achieved, redundant tasks and responsibilities, time constraints, and skills mismatch, which result in work-related stress (Murali et al., 2017). Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Paramitadewi, 2017). Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period of time. It was further stated that the measurement of workload is one of the management techniques to obtain job information, through a process of research and analysis carried out by analysis. The position information is intended so that it can be used as a basis for improving the apparatus both in the institutional, management, and human resources (Literature, 2017). The dimensions and indicators used use the theory of Munandar's opinion (2014: 23) namely physical burden, mental burden and time burden.

In addition to the problem of working hours and workload, there are other problems such as: distribution of incentives given to employees of the National Land Agency of Labuhanbatu Regency. Prior to the distribution of incentives given to employees, the leadership of the National Land Agency of Labuhanbatu Regency always gave additional work to each employee to immediately complete the additional work. In this case, if the additional work is completed, then the leadership will issue incentives to employees. Currently, the leadership still sees seniority in providing incentives to employees. So that employees still feel unfair about the incentives given by the leadership to employees. This of course results in lower employee performance if the incentives provided are not in accordance with the wishes and desires of the employee. Incentive is a program designed to strengthen behavior and motivate employees to be more enthusiastic about work, (King, Delfabbro, Griffiths, & Gradisar, 2011; McKernan et al., 2015). Pangabean in Lijan Poltak Sinambela (2017): mentions that giving a good incentive has several criteria including 1). Simple, 2). Specific, 3). Achievable, 4). Can be measured.

The amount of work in the officeThe National Land Agency of Labuhanbatu Regency certainly makes the employees feel bored. In this case, there are employees who work at the National Land Agency of Labuhanbatu Regency who have not been able to do their work on time, there are still employees who are absent during working hours, there are still employees who arrive late. This phenomenon certainly has an impact on the performance of employees who are increasingly declining due to these problems. In this case, to address these problems, of course, the leadership of the National Land Agency of Labuhanbatu Regency must work extra to pay attention to their employees, often communicate, and provide rewards, and so on.

Motivation as a desire to do something with great effort to achieve organizational goals is conditioned by efforts to meet individual needs. In essence, employees are motivated to do their jobs depending on the strength of the motives that influence them (Zhu, et.al. 2016). In the opinion of Shah, et al., (2018) motivation is an important aspect that can increase work motivation and the desire of employees to remain loyal to the organization in order to create goals that have been arranged in an organization. Motivation according to the view of Kalhoro, et al., (2017) is an action that can increase a sense of satisfaction related to the desired basic psychosomatic needs for professional competence and improve the performance produced by employees. According to Abraham. H Maslow Maslow translated by

Achmad Fawaid and Maufur (2017), stated that the indicators of motivation include: (1). Physical needs, (2). the need for security and safety, (3). social needs, (4). the need for self-esteem, (5). Self-realization needs.

From some of the problems raised, the low performance of employees can be seen from each of the phenomena that have been explained from each variable such as the system of working hours and workloads given to employees who are still not good, employees still feel that the distribution of incentives is not fair leadership to employees, and there are still employees who have not completed work on time, are absent from work and so on. Each of these problems will affect the performance of the employees of the National Land Agency office in Labuhan Batu Regency.

Bernardin (2013) suggests that performance is a record of the results obtained from certain job functions over a certain period of time. Colquitt and Wesson (2013) state that employee performance is a number of behaviors and contributions of organizational members to the achievement of organizational goals. According to Shields cited by Bose, (2018), employee performance is the ability of an employee to carry out his duties and responsibilities. Employee performance is also associated with results, achievements, and

collective efforts and behaviors that are relevant to organizational goals that are controlled by employees. Employee performance is reflected in the work shown by employees.Ivancevich and Konopaske (2013), state that the indicators for measuring employee performance are: 1) the quantity of work is the amount of work that can be done by employees in working in a certain period. 2) work quality is related to the accuracy, neatness, and thoroughness of employees' work, 3) personal quality is related to personality, appearance, friendliness, leadership, and integrity 4) cooperation is the willingness and ability of employees to cooperate with colleagues in carrying out a task to achieve common goals and 5) initiative related to the initiatives taken by employees in doing something related to work.

II. Research Method

This type of research is quantitative, and the place of this research is the Office of the National Land Agency of Labuhan Batu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were 119 employees of the National Land Agency Office of Labuhanbatu Regency. Sampling was carried out in this study using the Slovin formula, with a significance level of 0.05. The sample calculation using the Slovin formula in this study was 92 people. The analytical method used in this research is validity and reliability test, classical assumption test which includes: data normality test, heteroscedasticity test, and multicollinearity test.

III. Result and Discussion

3.1 Results

Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire is valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The validity test of the research variables has significant criteria > 0.5. The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents, namely atPematang Siantar City Land Office.The results of the validity of this study can be contained in Table 1:

Table 1. Validity Test Results

Variable	Total Correlation	Sig Criteria	Description
X1.1	,790	0.5	Valid
X1.2	,881	0.5	Valid
X1.3	,797	0.5	Valid
X1.4	,803	0.5	Valid
X1.5	,850	0.5	Valid
X2.1	,854	0.5	Valid
X2.2	,854	0.5	Valid
X2.3	,857	0.5	Valid
X3.1	,770	0.5	Valid
X3.2	,808	0.5	Valid
X3.3	,720	0.5	Valid
X3.4	,758	0.5	Valid

Variable	Total Correlation	Sig Criteria	Description
X4.1	,871	0.5	Valid
X4.2	,860	0.5	Valid
X4.3	,857	0.5	Valid
X4.4	,771	0.5	Valid
X4.5	,674	0.5	Valid
Y.1	,754	0.5	Valid
Y.2	,883	0.5	Valid
Y.3	,865	0.5	Valid
Y.4	,911	0.5	Valid
Y.5	,769	0.5	Valid

*Description: *Sig Criteria < 0.5*
Source: Research Results, 2022

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent if the same measuring instrument is measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6. The results of the reliability test of this study can be contained in Table 2:

Table 2. Reliability Test Results

Variable	Croanbach Alpha (CA)	Description
Working hours	,807	Reliable
Workload	,848	Reliable
Incentive	,804	Reliable
Motivation	,808	Reliable
Employee Performance	,814	Reliable

*Description: *Criteria CA > 0.6.*
Source: Research Results, 2022

Table 1 and Table 2 show that all valid and reliable statement items for each indicator in the validity test have a value > 0.5 and each value contained in the variable for the reliability test is > 0.6. The next test can be analyzed with a normality test. The normality test of this study can be loaded withthe p-plot graph loaded in Figure 1:
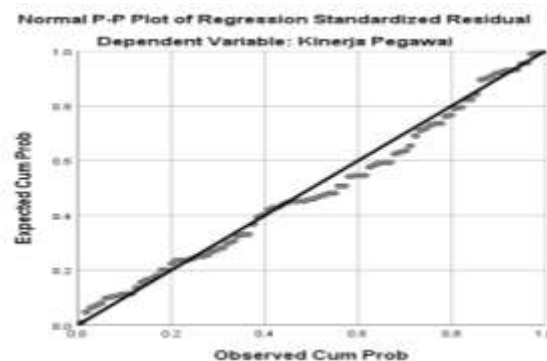
Source: Research Results, 2022
***Figure 1**.P-plot graph*

In the P-Plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality. The graph shows that the distribution pattern tends to be normal, the data shows the points spread around the diagonal line and follow the direction of the diagonal line, then the regression model fulfills the assumption of normality. The next normality test can be seen through the tableOne-Sample Kolmogorov-Smirnov Test:

Table 3. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		92
Normal Parameters, b	mean	.0000000
	Std. Deviation	1.41193718
Most Extreme Differences	Absolute	.079
	Positive	.079
	negative	-.042
Test Statistics		.079
asymp. Sig. (2-tailed)		.200c,d

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
*Description: *p> 0.05.*
Source: Research Results, 2022

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.200 with a significance level of > 0.05. The results of this test indicate that the normality test in this study is normally distributed.The normality test of this study can be loaded withhistogram loaded in Figure 2:
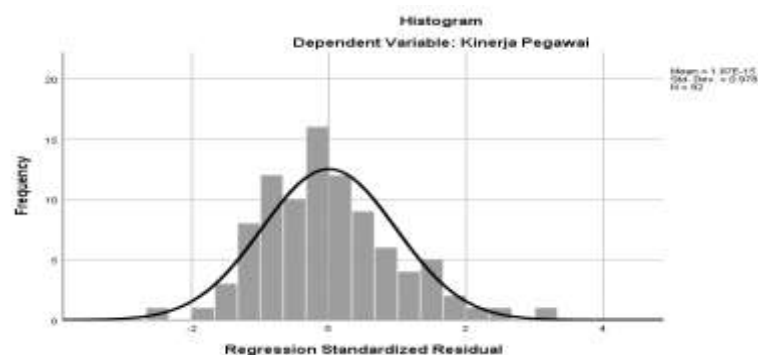
Source: Research Results, 2022
Figure 2.*Histogram Graph*

Based on the histogram graph, the data has shown a normal curve that forms a perfect concave. It can be said to be normal if the line has formed a concave upward like the picture. The results of the multicollinearity test in the study are listed in Table 4:
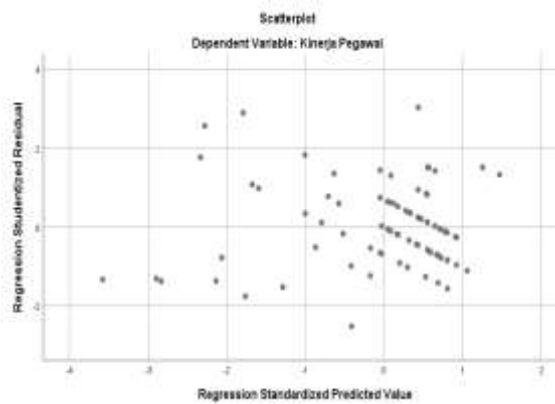
Table 4. Test results of Multicollinearity

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.167	2,086			
	Working hours	171	.085	.181	.684	1.463
	Workload	.720	-124	.480	.802	1,246
	Incentive	.202	.097	.172	.809	1,235
	Motivation	.174	.085	.172	.791	1,264

a. Dependent Variable: Employee Performance
Description: *p< 0.05.
Source: Research Results, 2022

Table 4 shows that the working hours variable has a VIF value < 10 (1.463 < 10) and a value of *tolerance*> 0.1 (0.684 > 0.1), the workload variable has a VIF value < 10 (1,246 < 10) and a tolerance value > 0.1 (0.802 > 0.1), the incentive variable has a VIF value < 10 (1,235 < 10) and tolerance value > 0.1 (0.809 > 0.1), and the motivation variable has a VIF value < 10 (1,264 < 10) and a tolerance value > 0.1 (0.791 > 0.1), so it can be concluded that there is no multicollinearity. The results of the heteroscedasticity test in this study can be seen in the scatterplot graph in Figure 2:

Source: Research Results, 2022
Figure 3.*Chartscatterplot*

It can be seen that the data spreads randomly around the Y axis and does not form a certain pattern, so this regression model is free from heteroscedasticity symptoms. The results of the research analysis by testing multiple linear analysis can be contained in Table 5:

Table 5. Multiple Linear Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	1.167	2.086			

Working hours	.171	.085	.181	.684	1.463
Workload	.720	.124	.480	.802	1.246
Incentive	.202	.097	.172	.809	1.235
Motivation	.174	.085	.172	.791	1.264

a. Dependent Variable: Kinerja Pegawai
*Description: *p< 0.05*
Source: Research Results, 2022.

Based on this value, the following multiple linear regression equation is obtained: Y=1.167+0.171X1+0.720X2 +0.202X3+0.174X4. The value of B in hours worked (B1) is 0.171, the workload value (B2) is 0.720, the incentive value (B3) is 0.202, the motivation value (B4) is 0.174, and the constant value (a) is 1.167. The description of the multiple linear regression equation shows that the variable Working Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) has a positive direction coefficient on employee performance.

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namelyWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) partially to the dependent variable, namely employee performance (Y). The equation for determining the ttable value can be used as follows: df = nk-1 = 92-4-1 = 87. After being calculated using this equation, the ttable value is 1.6625. The results of the t test can be loaded in Table 6:

Table 6. Resultst test (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.167	2,086		.559	.577
Working hours	171	.085	.181	2020	.046
Workload	.720	-124	.480	5.806	.000
Incentive	.202	.097	.172	2.090	.040
Motivation	.174	.085	.172	2,060	.042

a.   Dependent Variable: Employee Performance
Description: *p< 0.05
Source: Research Results, 2022

Based on Table 6, it can be seen that the results of the regression analysis obtained the t-count value of 2.020 > t-table 1.6625. This means that the working hours variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is 0.046 <0.05, which means the working hours variable (X1) has a significant effect on the employee performance variable (Y). Based on the results of the regression analysis, the t-count value was 5.806 > t table 1.6625. This means that the workload variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is 0.000 <0.05, which means that the workload variable (X2) has a significant effect on the employee performance variable (Y). Furthermore, the results of the regression analysis obtained the t-count value of 2.090 > t table 1, 6625 this means that the incentive variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is 0.040 <0.05 which means the incentive variable (X3) has a significant effect on the employee performance variable (Y). The results of the regression analysis obtained the t arithmetic value of 2.060 > t table 1.6625. This means that the motivation variable (X4)

has a positive effect on the employee performance variable (Y). Then the significant value is 0.042 <0.05, which means the motivation variable (X4) has a significant effect on the employee performance variable (Y). 6625 This means that the motivation variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is 0.042 <0.05, which means the motivation variable (X4) has a significant effect on the employee performance variable (Y). 6625 This means that the motivation variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is 0.042 <0.05, which means the motivation variable (X4) has a significant effect on the employee performance variable (Y).

The F test was carried out to test the independent variables, namelyWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4)simultaneously has a significant relationship or not to the dependent variable, namely employee performance (Y). As for determining the value of Ftable, the following equation can be used: df = k; n – k = 4; 92-4 = 3; 88. After calculating using this equation, Ftable = (4; 92 - 4), the value of Ftable is 2.48. The results of the F test in this study can be contained in Table 7:

Table 7. F. Test Results

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	198,542	4	49,635	23,803	.000b
	Residual	181.415	87	2.085		
	Total	379,957	91			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Incentives, Workload, Working Hours

Description: *p< 0.05

Source: Research Results, 2022.

Table 7 shows the Fcount value of 23.803> Ftable 2.48 with a significance value of 0.000 <0.05. From these results, it can be concludedWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) simultaneously has a positive and significant effect on employee performance (Y).

The coefficient of determination is carried out to analyze the contribution of the influence of the independent variables, namelyWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) on the dependent variable, namely employee performance (Y). The results of the coefficient of determination test can be contained in Table 8:

Table 8. Coefficient of Determination Test Results

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723a	.523	.501	1.444

a. Predictors: (Constant), Motivation, Incentives, Workload, Working Hours

b. Dependent Variable: Employee Performance

*Description: *p< 0.05*

Source: Research Results, 2022.

The value of R Square from the analysis of the coefficient of determination of 0.523 means that work productivity can be explained by the variableWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4)by 52.3%, while the remaining 47.7% can be explained by other variables not examined in this study.

3.2 Discussion

The results of the regression analysis obtained the t arithmetic value of 2.020 > t table 1.6625. This means that the working hours variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is 0.046 <0.05, which means the working hours variable (X1) has a significant effect on the employee performance variable (Y). The results of this study are in accordance with research conducted by Dewi and Arwiyah (2020) which explains that working hours have a positive and significant effect on performance.Employees at PT Telkom Witel Bandung. The calculated t value is 5.806 > t table 1.6625, this means that the workload variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is 0.000 <0.05, which means that the workload variable (X2) has a significant effect on the employee performance variable (Y). The results of this study are in accordance with the results of previous research conducted by Mardiana and Kasmir (2017) which stated that the workload had a positive and significant effect on the performance of Civil Servants at the State Sandi High School.

Furthermore, the results of the regression analysis obtained the t arithmetic value of 2.090 > t table 1.6625. This means that the incentive variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is 0.040 <0.05 which means the incentive variable (X3) has a significant effect on the employee performance variable (Y). The results of this study have been previously carried out byZulkarnaen and Suwarna (2017) who explained thatincentives have a positive and significant effect on employee performance in the mechanics section of PT. Erlangga Aditya Indramayu. The results of the regression analysis obtained the t-count value of 2.060 > t-table 1.6625. This means that the motivation variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is 0.042 <0.05, which means the motivation variable (X4) has a significant effect on the employee performance variable (Y). Furthermore, these results have also been studied by Sudjatmoko and Rusilowati (2022) who explain that motivation has a positive and significant effect on employee performance at PT Bank Mandiri Bintaro Branch, South Tangerang

The value of Fcount is 23.803> Ftable 2.48 with a significance value of 0.000 <0.05. From these results, it can be concludedWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) simultaneously has a positive and significant effect on employee performance (Y). The value of R Square from the analysis of the coefficient of determination of 0.523 means that work productivity can be explained by the variableWorking Hours (X1), Workload(X2), Incentives (X3) and Motivation (X4) by 52.3%, while the remaining 47.7% can be explained by other variables not examined in this study.

IV. Conclusion

1. Working hours have a positive and significant effect on the Performance of the National Land Agency Office Employees in Labuhanbatu Regency
2. Workload has a positive and significant effect on the Performance of the National Land Agency Office of Labuhabatu Regency

3. Incentives have a positive and significant effect on the Performance of the National Land Agency Office Employees in Labuhanbatu Regency
4. Motivation has a positive and significant effect on the Performance of the Office of the National Land Agency of Labuhanbatu Regency
5. Working Hours, Workload, Incentives, and Motivation simultaneously have a positive and significant effect on the Performance of the Employees of the National Land Agency Office of Labuhanbatu Regency

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