

The Effect of Workload and Work Motivation on the Employee's Performance of Quality Control Department at CV. XYZ

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Abstract

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Employee performance in the Quality Control Department of CV. XYZ remains below the targets established by the company. This condition is reflected in the growing number of employees whose performance ratings fall below the required standards, accompanied by an increase in overtime work, absenteeism, and tardiness. This research examines the extent to which workload and work motivation affect the performance of employees in the Quality Control Department of CV. XYZ, both individually and collectively. A quantitative research design was applied, with multiple linear regression and coefficient of determination analyses performed using SPSS version 25. The required data were obtained through questionnaires, interviews, and documentation, involving 44 Quality Control employees and one department head. The findings demonstrate that workload significantly and positively affects employee performance. Work motivation also shows a significant positive effect on performance, while both variables collectively contribute to employee performance. These findings imply that assigning workloads in accordance with employees' capacities, while maintaining strong work motivation, may support better employee performance.

INTRODUCTION

The apparel industry represents an important component of the economy, particularly because of its substantial contribution to employment opportunities and Gross Domestic Product (GDP) (Nurhidayanti & Prabowo, 2024). In the first quarter of 2025, this sector recorded growth of 4.64% (year-on-year/yoy) and contributed approximately 0.99% to the Gross Domestic Product (GDP). In terms of international trade, the value of exports of textiles and textile products through February 2025 reached approximately USD 2.03 billion, with a trade surplus of USD 0.78 billion—a 20.99% compared with the previous year. Furthermore, as a labor-intensive sector, the textile and textile products (TPT) sector also provides employment nearly four million workers—or about 19.5% of the total workforce in the manufacturing sector—making it a significant sector in maintaining national employment stability (Kompas, 2025).

To survive and compete in the dynamic world of industry, organizations need to continuously strengthen employee performance in order to maintain their competitiveness and operational sustainability. Human resource performance is particularly important because it can substantially influence an organization's ability to achieve success or, conversely, contribute to organizational decline (Sadat et al., 2020). Performance is considered optimal when it meets the standards set by the company and supports the achievement of the company's objectives. As a form of evaluation of the achievement of these performance standards, companies conduct performance appraisals that provide an objective picture of employee performance. To illustrate the performance conditions of employees in the Quality Control Department of CV. XYZ, the employee performance evaluation data are presented in Table 1.

Table 1.
Quality Control Employee Performance Evaluation Data
at CV. XYZ for 2022–2024

RATING	YEAR		
	2022	2023	2024
Very Good	8	5	2
Good	14	11	9
Fair	6	9	11
Not enough	12	13	14
Very Low	4	6	8

Source: Reprocessed Employee Performance Evaluation Data from the Quality Control Department of CV. XYZ, 2025

The employee performance evaluation data presented in Table 1 indicate that the Quality Control Department of CV. XYZ did not fully achieve the expected performance standards during the 2022–2024 period. According to an interview with the department head, the expected performance target was for all employees to receive a rating of at least “Good.” However, this target has not been met; as shown in Table 1 above, there are still many employees who received ratings in the “Fair,” “Poor,” or “Very Poor” categories each year. The failure to achieve this performance target indicates that the performance of the Quality Control Department employees at CV. XYZ is not yet optimal. One factor that influences employee performance is workload. Sari (2018) explains that workload refers to a situation in which employees face a relatively heavy workload, while the time available to complete it is limited. Such circumstances may create difficulties in fulfilling assigned duties, particularly when job demands and performance standards exceed an employee’s available capacity. An imbalance between job requirements and individual capabilities may produce adverse consequences and can eventually contribute to employee burnout when employees are continuously unable to cope with the demands placed upon them (Amalia & Mulyana, 2025). According to Junianingrum & Mas’ud (2021), an increase in overtime hours is one indicator of workload. To provide an overview of the workload conditions for employees in the Quality Control department, one set of data that can be analyzed is employee overtime data. The following table shows the overtime data for employees in the Quality Control department at CV. XYZ from 2022 to 2024.

Table 2.
Overtime Data for Employees in the Quality Control Department at CV. XYZ,
2022–2024

YEAR	NUMBER OF PERMANENT EMPLOYEES	NUMBER OF EMPLOYEES WORKING OVERTIME	PERCENTAGE (%)
2022	44	14	31.81%
2023	44	21	47.72%
2024	44	30	68.18%

Source: Overtime Data Archive for Quality Control Department Employees at CV. XYZ, Reprocessed Year 2025

As presented in Table 2, the proportion of Quality Control employees working overtime increased consistently throughout the three-year observation period. In 2022, 14 employees, representing 31.81% of the workforce, worked overtime. This number increased to 21 employees (47.72%) in 2023 and further rose to 30 employees (68.18%) in 2024. This trend suggests that the workload experienced by employees tends to increase continuously, which in the long term can lead to work-related fatigue, decreased concentration, and a potential decline in performance if not balanced by adequate workload management and human resource management.

Previous empirical findings also demonstrate a relationship between workload and employee performance. Siahaan and Wahyudi (2025) reported that workload exerts a positive and significant influence on employee performance. Similar findings were reported by Nabila and Prabowo (2025), further indicating that workload can significantly contribute to variations in employees' performance outcomes.

Besides workload, work motivation represents another important factor associated with employee performance. Suwanto (2024) conceptualizes motivation as an internal force that encourages individuals to willingly and enthusiastically perform their assigned responsibilities in pursuit of organizational objectives. Employees with strong motivation are generally more inclined to demonstrate enthusiasm, assume responsibility for their duties, and make greater efforts to achieve satisfactory work outcomes. This aligns with Wicaksono's (2023) view, who states that motivation acts as a driving force capable of fostering work enthusiasm while directing employee behavior toward a more positive direction. From an organizational behavior perspective, Robbins & Judge (2017) note that low motivation can lead to withdrawal behavior—that is, a tendency for employees to gradually withdraw, reflecting a weakening of their connection to and commitment toward the organization. Robbins & Judge (2017) also explain in their book *Organizational Behavior* that this form of behavior can be observed through tardiness, absenteeism, and a decline in participation and effort at work.

To assess the state of employee work motivation, an interview was conducted with the HR department at CV. XYZ, revealing that employee absenteeism and tardiness consistently increased from 2022 to 2024. Further details regarding this trend are presented in the table below.

Table 3.
Employee Absenteeism and Tardiness Data
Quality Control Department, 2022–2024

MONTH	ALPHA			LATE		
	2022	2023	2024	2022	2023	2024
January	14	21	27	7	12	18
February	17	19	28	6	15	20
March	15	23	30	9	14	22
April	18	20	26	8	16	21
May	16	22	29	10	13	19
June	19	24	31	11	18	23
July	13	21	25	7	15	18
August	17	25	33	8	17	24

MONTH	ALPHA			LATE		
	2022	2023	2024	2022	2023	2024
September	20	26	34	12	19	26
October	18	23	32	9	18	25
November	16	27	35	10	20	27
December	22	24	38	11	17	28
TOTAL	205	275	368	108	194	271

Source: Employee Attendance Records for the Quality Control Department at CV. XYZ,
Reanalyzed in 2025

The attendance records presented in Table 3 reveal an upward pattern in both absenteeism and tardiness among employees of the Quality Control Department during the 2022–2024 period. This pattern may indicate that some employees have not consistently demonstrated optimal engagement in performing their work responsibilities, which may be associated with motivational conditions within the workplace. Previous research provides empirical support for the relationship between motivation and performance. Lesmana and Abdurahman (2024) reported that work motivation positively influences employee performance, while Prabowo and Ropiyani (2017) identified a positive and statistically significant relationship between the two variables. Furthermore, Ningrum and Yanuarti (2024) demonstrated that workload and work motivation, when examined simultaneously, have a positive and significant influence on employee performance

METHODS

A quantitative research design was adopted in this study to examine workload, work motivation, and employee performance within the Quality Control Department of CV. XYZ. Descriptive analysis was applied to provide an overview of the characteristics and conditions associated with the variables under investigation, while an associative approach was used to examine the relationships and effects among these variables. Respondents are the individuals serving as information sources in the study and are expected to provide clear, complete, and accurate answers to all questions that reflect actual conditions (Fauzia & Lestari, 2024). Data collection involved direct field observations and documentation derived from secondary data, such as documents and structured interviews using a questionnaire (Sugiyono, 2023). The research population comprised 44 employees working in the Quality Control Department and one department head. To evaluate the relationships between the independent variables and employee performance, the collected data were analyzed using multiple linear regression. The analytical procedure involved instrument validity and reliability assessments, classical assumption testing, determination coefficient analysis (R^2), and hypothesis testing. All statistical procedures were performed using SPSS version 25.

Table 4.
Research Variables and Indicators

No	Variable	Indicator
1.	Workload (X1)	According to Munandar (2011) a. Targets to be Achieved b. Job Conditions c. Job Standards
2.	Work Motivation (X2)	According to Sutrisno (2017) a. The Need for Achievement b. The need for affiliation c. The need for power
3.	Employee performance (Y)	Mangkunegara (2017:75) a. Work quality b. Quantity of work c. Task execution d. Responsibility

This research focuses on examining the conditions of workload, work motivation, and employee performance within the Quality Control Department of CV. XYZ. More specifically, the study seeks to describe the workload experienced by Quality Control employees, assess their level of work motivation, and evaluate their overall performance. In addition, the study investigates whether workload and work motivation contribute to variations in employee performance when analyzed individually as well as simultaneously. Based on the phenomena described above, the hypotheses in this study are as follows:

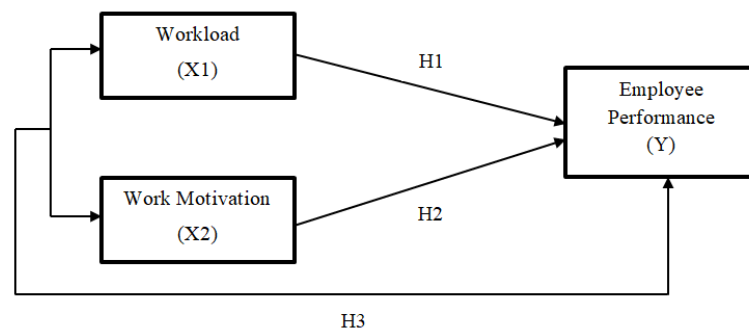


Figure 1.1 Conceptual Framework

- H1: Workload has a positive and significant effect on the performance of employees in the quality control department at CV. XYZ
- H2: Work motivation has a positive and significant effect on the performance of employees in the quality control department at CV. XYZ
- H3: Workload and work motivation have an effect on the performance of quality control employees at CV. XYZ

RESULTS AND DISCUSSION

Validity Test

Table 4.
Validity Test

VARIABLE	STATEMENT ITEM	CALCULATED R	TABLE R	NOTES
Workload (X1)	X1.1	0.525	0.294	VALID
	X1.2	0.529		VALID
	X1.3	0.549		VALID
	X1.4	0.521		VALID
	X1.5	0.531		VALID
	X1.6	0.523		VALID
	X1.7	0.665		VALID
Work Motivation (X2)	X2.1	0.561	0.294	VALID
	X2.2	0.534		VALID
	X2.3	0.548		VALID
	X2.4	0.598		VALID
	X2.5	0.593		VALID
	X2.6	0.637		VALID
Employee Performance (Y)	Y.1	0.528	0.294	VALID
	Y.2	0.514		VALID
	Y.3	0.523		VALID
	Y.4	0.525		VALID
	Y.5	0.616		VALID
	Y.6	0.583		VALID
	Y.7	0.505		VALID
	Y.8	0.418		VALID

r_{hitung} 's The validity assessment was performed by examining the product-moment correlation coefficients obtained for each questionnaire item. As shown in Table 4, every item used to measure workload, work motivation, and employee performance generated a calculated correlation coefficient exceeding the critical r-value of 0.294. This means that the instrument can be used to measure what it is intended to measure.

Reliability Test

Table 5.
Reliability Test

VARIABLE	CRONBACH'S ALPHA	DESCRIPTION
Workload (X1)	0.614	RELIABLE
Work Motivation (X2)	0.604	RELIABLE
Employee Performance (Y)	0.629	RELIABLE

The reliability assessment demonstrated satisfactory internal consistency across all research variables. Cronbach's alpha coefficients were recorded at 0.614 for workload, 0.604 for work motivation, and 0.629 for employee performance. Since each coefficient exceeded the

minimum criterion of 0.60 adopted in this study, the measurement instruments for all three constructs were classified as reliable and considered sufficiently consistent for further analysis

Respondents' Responses Regarding the Workload of Quality Control Employees at CV. XYZ

Employee responses concerning workload indicate that the “targets to be achieved” dimension obtained an overall mean score of 2.73, placing it within the “adequate” category. At the indicator level, the suitability of assigned targets to employee capabilities recorded a mean of 2.64, whereas the suitability between target completion and the time provided obtained a mean of 2.82. These results suggest that, in general, employees perceive the established work targets as reasonably manageable in relation to both their capabilities and the time available for completing their responsibilities. For the job conditions dimension, employees reported varying levels of additional work arising from operational circumstances. Additional duties associated with reports or incidental complaints obtained a mean score of 3.36, while tasks generated by equipment or machine failures recorded a mean of 3.33. Meanwhile, additional responsibilities related to defective products received the highest mean within this dimension, at 3.49. The combined mean of 3.39 places job conditions within the “adequate” category. This finding indicates that employees are generally able to manage supplementary responsibilities arising from complaints, technical disruptions, and product defects without perceiving these demands as excessively burdensome. Regarding job standards, the application of work guidelines in routine activities obtained an average score of 2.96, whereas accessibility to the criteria required for performing daily tasks recorded an average of 3.24. Together, these indicators produced a mean score of 3.10 and were classified within the “adequate” category. The result reflects employees’ sufficient ability to follow established guidelines and fulfill the work criteria required in carrying out their responsibilities. Based on the overall results, the total average for all workload subvariables was 3.07, which meets the “adequate” criterion.

Respondents' Responses Regarding the Work Motivation of Quality Control Department Employees at CV. XYZ

In the need for achievement dimension, employees’ internal motivation to enhance their work performance obtained a mean score of 3.38, while their drive to produce satisfactory outcomes recorded a mean of 3.20. The overall mean for this dimension was 3.29, corresponding to the “sufficient” category. This result reflects a reasonable level of personal motivation among employees to improve their accomplishments and demonstrate their capabilities through satisfactory work outcomes. The sub-variable of the need for affiliation showed that the level of motivation to build close relationships with other employees scored an average of 3.56, while the level of motivation to help coworkers in difficulty scored an average of 3.53. Overall, these subvariables scored an average of 3.54, categorized as “high”. This indicates that employees’ motivation in performing their work is strongly driven by the sense of comfort they derive from interacting, socializing, and building working relationships with fellow employees. The existence of close working relationships and a spirit of mutual assistance among coworkers serves as a strong motivator for employees in carrying out their work activities. The need for power dimension also demonstrated a relatively high level of motivation. The desire to become a high-performing employee obtained an average score of 3.64, whereas motivation to attain a higher organizational position recorded an average of 3.27. The resulting overall mean of 3.45 falls within the “high”

category. These findings indicate that employees are motivated not only by achievement in their current responsibilities but also by opportunities for recognition and advancement within the organization. Based on the overall results, the total average score for all work motivation sub-variables was 3.42, which falls within the “high” category.

Respondents’ Responses Regarding the Performance of Quality Control Department Employees at CV. XYZ

The work quality dimension demonstrates relatively favorable employee performance. Timeliness in completing assigned tasks obtained a mean score of 3.91, whereas employees’ ability to accomplish their duties in accordance with established standards recorded a mean of 3.44. The combined score for this dimension was 3.67, placing it within the “high” category. This result indicates that Quality Control employees generally demonstrate the capacity to complete their responsibilities within the expected timeframe while maintaining compliance with applicable work requirements and procedures.

With regard to work quantity, employees’ ability to complete assignments according to predetermined targets obtained an average score of 3.87. Meanwhile, the correspondence between the amount of work completed and the responsibilities assigned to employees recorded an average of 3.78. These two indicators generated an overall mean of 3.82, which was categorized as “satisfactory.” The findings suggest that employees are generally capable of fulfilling quantitative job expectations and achieving the output targets established by the organization. The task execution dimension reflects employees’ ability to perform their responsibilities with an appropriate level of accuracy. The indicator measuring accuracy in carrying out assigned work obtained a mean score of 3.67, while the ability to minimize errors during task completion recorded a mean of 3.44. Together, these indicators resulted in an overall score of 3.55 and were classified within the “competent” category. This finding indicates that employees possess an adequate capacity to carry out their responsibilities accurately while adhering to the procedures and standards established by the company.

Responsibility represented one of the strongest dimensions of employee performance. Employees’ awareness of their obligation to complete assigned duties recorded an average score of 4.00, while their willingness to accomplish all responsibilities entrusted to them obtained an average of 3.87. The overall mean for this dimension reached 3.93, corresponding to the “high” category. These results reflect a strong sense of commitment toward assigned responsibilities and indicate that employees generally demonstrate a willingness to complete their work in accordance with organizational expectations. When all performance dimensions were considered collectively, the overall mean score reached 3.74, placing employee performance within the “good” category. This result indicates that, in general, employees of the Quality Control Department demonstrate satisfactory performance across work quality, work quantity, task execution, and responsibility.

The Effect of Workload and Work Motivation on the Performance of Quality Control Employees at CV. XYZ

Multiple linear regression analysis was employed to examine how workload and work motivation contribute to employee performance within the Quality Control Department of CV. XYZ. Prior to interpreting the regression results, the suitability of the model was evaluated through classical assumption testing to ensure that the statistical requirements underlying the

Ordinary Least Squares (OLS) approach were adequately fulfilled. In accordance with the analytical procedures described by Ghazali (2018:112–161), the assessment covered normality, multicollinearity, and heteroscedasticity

Normality Test

Table 6.
Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters ^{a, b}	Mean	.0000000
	Standard Deviation	4.02231184
Most Extreme Differences	Absolute	.108
	Positive	.082
	Negative	-.108
Test Statistic		.108
Asymptotic Significance (2-tailed)		.200 ^{c,d}

Source: SPSS 25 Output Results (Data Processed in 2026)

The normality assessment produced an Asymp. Sig. (2-tailed) value of 0.200. Since this value exceeds the significance threshold of 0.05, the residuals satisfy the normality criterion. Accordingly, the residual distribution of the regression model can be considered normal, allowing the analysis to proceed to the subsequent classical assumption tests.

Multicollinearity Test

Table 7.
Multicollinearity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	24.651	3,914			6,298	,000		
X1	.162	.137	.181		1,182	.244	.963	1,039
X2	.087	.150	.089		.577	.567	.963	1,039

a. Dependent Variable: Y

Source: SPSS 25 Output Results (Data Reanalyzed in 2026)

The multicollinearity assessment shows a tolerance value of 0.963 and a Variance Inflation Factor (VIF) of 1.039 for the independent variables. The tolerance value is above the minimum criterion of 0.10, while the VIF remains substantially below the threshold of 10. These results indicate that no problematic multicollinearity exists between workload and work motivation. Therefore, both independent variables can be included simultaneously in the regression model without evidence of excessive linear intercorrelation.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.797	.520		3,457	.001
X1	-.034	.018	-.277	-1.853	.071
X ²	-.011	.020	-.083	-.557	.581

a. Dependent Variable: Abs_RES

Source: SPSS 25 Output Results (Data Reanalyzed in 2026)

The heteroscedasticity assessment generated significance values of 0.071 for workload and 0.581 for work motivation. Both values exceed the 0.05 significance criterion. On this basis, there is no statistical indication of heteroscedasticity in the regression model, suggesting that the residual variance does not exhibit a problematic pattern associated with the independent variables.

Hypothesis Testing

Partial Test (t-Test)

Table 9.
Partial Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	6.335	.983		6.442	.000
X1	.282	.034	.601	8,185	.000
X2	.278	.038	.542	7,377	.000

a. Dependent Variable: Y

Source: SPSS 25 Output Results (Data Processed in 2026)

Variable	t _{calculated}	t _{table}	Sig.	Prob.	Notes
X1	8.185	1,681	0.000	0.05	Significant
X ²	7.377	1,681	0.000	0.05	significant

The Effect of Workload on Employee Performance

The partial hypothesis test provides statistical evidence that workload contributes to employee performance. The analysis produced a t-statistic of 8.185, exceeding the critical t-value of 1.681, together with a significance value of 0.000, which is below the 0.05 criterion. These statistical results support the acceptance of the alternative hypothesis concerning the effect of workload. The positive regression coefficient further indicates that the relationship is positive. Thus, within the conditions examined in this study, workload is positively associated with the performance of employees in the Quality Control Department of CV. XYZ.

The Effect of Work Motivation on Employee Performance

he statistical analysis also confirms a contribution of work motivation to employee performance. A t-statistic of 7.377 was obtained, which is higher than the critical value of 1.681, while the recorded significance level of 0.000 falls below 0.05. Consequently, the alternative hypothesis regarding work motivation is supported. Considering the positive direction of the regression coefficient, the findings demonstrate a positive relationship between work motivation and the performance of Quality Control employees at CV. XYZ

Simultaneous Test (F-Test)

Table 10.
Simultaneous Test
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	160.839	2	80,420	75,161	.000 ^b
Residual	44,938	42	1,070		
Total	205,778	44			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS 25 Output Results (Data Processed in 2026)

Variable	F _{calculated}	F _{table}	Sig.	Prob.	Notes
Workload and Work Motivation on Employee Performance	75.161	3,226	0.000	0.05	significant

The simultaneous test results produced an F-statistic of 75.161, which exceeded the critical F-value of 3.226. This finding demonstrates that workload and work motivation jointly have a significant influence on the performance of employees in the Quality Control Department of CV. XYZ.

Coefficient of Determination

Table 11.
Coefficient of Determination
Model Summary

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	.884 ^a	.782	.771	1.034

a. Predictors: (Constant), X2, X1

Source: SPSS 25 Output Results (Data Processed in 2026)

The coefficient of determination (R^2) obtained from the statistical analysis was 0.782. This result indicates that workload and work motivation collectively account for 78.2% of the variation in employee performance. The remaining 21.8% is attributable to other factors beyond the variables included in the present research model.

CONCLUSION

The findings indicate that the workload experienced by employees in the Quality Control Department of CV. XYZ is generally within an appropriate level. This assessment is reflected across the three workload dimensions, namely targets to be achieved, job conditions, and job standards, suggesting that assigned responsibilities are largely consistent with employees' capabilities and occupational duties. However, greater attention is still required in managing additional responsibilities beyond employees' primary duties and ensuring that work targets can be completed effectively. A more proportional distribution of workload is therefore necessary to maintain and further support employee performance.

Work motivation among employees was classified at a high level, as reflected in the dimensions of need for achievement, need for affiliation, and need for power. Employees demonstrate strong motivation that is supported by positive interactions and cooperation with colleagues, along with their aspirations to achieve professional success and pursue better positions within the organization. These motivational factors can contribute to stronger work engagement and encourage employees to perform more effectively in supporting the achievement of organizational objectives.

Employee performance was also categorized at a high level based on the assessment of work quality, work quantity, task execution, and responsibility. Overall, employees demonstrate the ability to perform their duties in accordance with organizational standards, achieve established work targets, carry out assigned tasks effectively, and maintain a strong sense of responsibility toward their work. These findings reflect a generally favorable level of performance among employees in the Quality Control Department of CV. XYZ.

The statistical findings confirm that workload has a positive and significant influence on the performance of employees in the Quality Control Department of CV. XYZ. Appropriate workload management that considers employees' abilities and capacities is therefore associated with more favorable performance outcomes. Work motivation also demonstrates a positive and significant influence, indicating that stronger employee motivation is associated with higher levels of performance. Furthermore, the simultaneous analysis confirms that workload and work motivation jointly have a significant influence on employee performance. These findings emphasize the importance of maintaining an appropriate balance between assigned work demands and employee capacity while fostering strong work motivation to support optimal performance within the organization.

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