The Influence of Employee Engagement and Workload on Employee Performance

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Abstract
Employee performance is very important in the process of achieving organizational goals, which are structured through vision and mission to produce the best quality and quantity. Human resources currently play a very important role in an organization within a company. Good human resources will certainly have a good influence on the company. The aim of this research is to determine and analyze the influence of employee engagement and workload on employee performance at BPN Bekasi Regency. The population in this study were all employees at BPN Bekasi Regency. Research data was obtained from the results of distributing questionnaires to a total of 154 respondents based on calculations using the Slovin formula from the total population. The analytical method used is a quantitative approach. The collected data was processed with the help of SmartPLS version 3.0 software. The results of this research show that employee engagement and workload have a positive and significant effect on employee performance.

Keyword: employee performance, employee engagement, workload

Introduction

Human resources is an element that has an important role in an organization so that the vision and mission can be achieved. Quality human resources can strengthen the company because it is the key to achieving organizational goals with the main driving factor being humans. (Hidayat, 2020). Work can be carried out quickly and accurately based on responsibility and self-confidence in employees who feel capable of completing their work. Organizations must be able to be a means to improve the quality of employee performance (Suparman & S Pd I, 2020).

Employee performance needs to be considered, because with this performance it will be known how far the ability of employees to carry out the tasks assigned to them. Employee performance serves as a benchmark and indicates how dedicated and contributing employees are in achieving company goals with employee involvement in work (Widyaningrum & Widiana, 2020).

The more involved employees are in their work, the more likely they will continue to participate in any targets carried out by the organization (Fitriadi et al., 2022). It is not a problem if some employees work according to company standards, but if employees work below standards, of course the workload borne is excessive.

According to Purba & Setiyono (2022) The workload borne by employees must be balanced with the abilities and competencies of the employees themselves. Those who do not have

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the ability in the field they do or who have a lot of work and must be completed on time will feel the workload (Nabawi, 2019). With the increasing workload, management's performance appraisal becomes very important because it relates to employee achievement and work involvement. Workplace conditions and high job demands are two factors that affect workload.

From the research results of experts, it can be ascertained that work involvement and workload have an influence on employee performance productivity. The higher the level of employee engagement, the more it will affect the quality and quantity of products that can be produced by employees in the workplace.

Thus the importance of this research is also carried out at the Bekasi Regency National Land Agency (BPN) office. This research was conducted to increase the enthusiasm and motivation of employees to be more responsive in work involvement to increase productivity in achieving common targets and goals. The Bekasi Regency National Land Agency (BPN) is a government agency that aims to develop and manage responsibilities in the land sector in accordance with laws and regulations.

The problems that occur at the BPN office are, the imbalance of workload and the lack of adequate human resources with the workload imposed exceeds the capacity of employees, additional work that is preferential with a large number coupled with the lack of manpower which is the impact of the new system and creates more work tupoksi, there are also some jobs that are required to carry out field checks or location checks so as to make performance in completing work in the office less than optimal and become a work backlog because it is not in accordance with the specified time which is of full concern accompanied by pressure from superiors for completion. All of this can cause work stress that arises as a result of the workload given to employees and greatly affects employee performance so that it impacts the completion of work not in accordance with Standard Operating Procedures (SOP).

The following is a table of the number of routine work targets, additional work that must be completed and also a table of the number of BPN office employees:

Table 1. Office File Data

BULAN	JUMLAH BERKAS PROSES
January	21.744
February	25.981
March	25.653
April	15.223
Mei	23.614
Juni	20.703
July	22.752

Source: Kantah Application Bekasi Regency

Based on table 1, it is explained that the number of file requests that enter or file registrations every month reaches tens of thousands. The number of processed files fluctuates because it depends on public requests who want to process their land, starting from measurement, transfer of title, splitting, abolition and other land activities.

The large number of requests received at the Bekasi Regency BPN is of great concern to the office so that services can be carried out quickly and appropriately in accordance with established rules. With a good service and management system, it is hoped that all requests can be completed on time so as not to become a work backlog.

Table 2 Employee Data

NO	PEGAWAI	JUMLAH
1.	PNS (Pegawai Negeri Sipil)	51
2.	PPNPN (Pegawai Pemerintah Non Pegawai Negeri)	166
3.	ASKB (Asisten Surveyor Kadastral Berlisensi)	33

Source: Personnel Data of BPN Bekasi Regency

Based on table 2, it is explained that the number of employees working at BPN is 250 people. From this comparison it can be concluded that the large number of application processes that enter are not supported by adequate human resources or appropriate work methods so that there are many file completions that are not in accordance with Standard Operating Procedures (SOP) or the stipulated time frame.

The impact of this imbalanced human resources causes employees to have to overtime every day or more precisely called work loyalty. Loyalty accompanied by heavy work demands and required to be completed quickly is quite worrying about the occurrence of mental burden for employees.

Graph 1. PTSL land parcel target data 2023
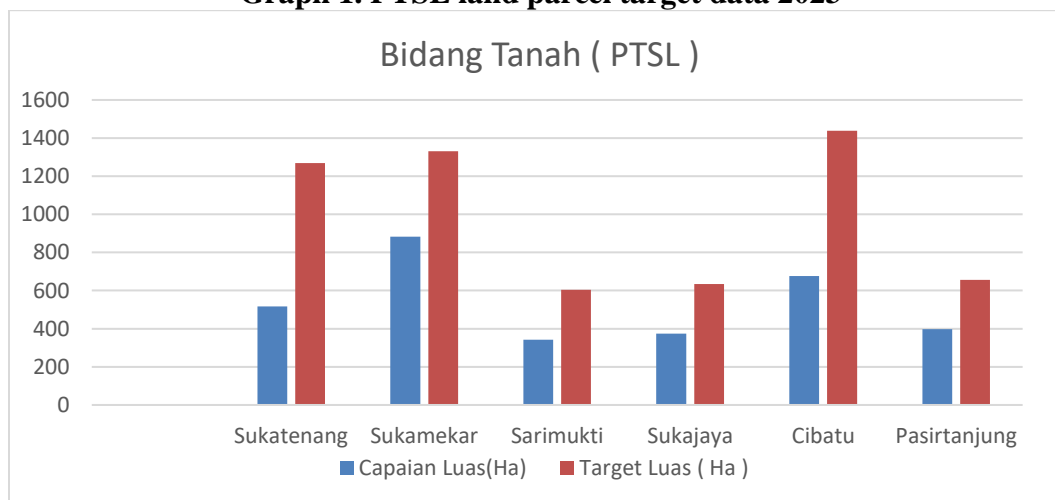
Source: PTSL Dashboard BPN Bekasi Regency

Based on graph 1, it is described that the graph shows data containing the target achievement of PTSL land lots (Complete Systematic Land Registration) in terms of area or not the number of land lots. This target number is not included in the routine incoming file request data at the Bekasi Regency BPN. This clearly proves that with PTSL activities there is an addition of work tupoksi which leads to additional employee workload.

There are many things that can affect employee performance in carrying out work. Factors that influence employee performance include employee engagement, workload, leadership style, organizational culture, work environment, job satisfaction, work motivation and others.

Of the many factors that can affect employee performance, this study only limits to two factors, namely employee engagement and workload. Performance is work results that can be measured quantitatively and qualitatively in carrying out tasks assigned to an employee who works to realize goals, vision, mission and objectives of the organization or company (Harahap & Tirtayasa, 2020). According to Schaufeli in Maulina's research (2020) Employee engagement is a psychological state where employees feel a stake in the company's success and are motivated to improve performance to a level that exceeds job requirements. Workload is a worker's perception of the tasks that must be completed within a certain timeframe and their efforts to resolve problems that arise in their workplace. (Yusuf et al., 2019).

Method

This research was conducted at the National Land Agency (BPN) of Bekasi Regency. Respondents who were the research subjects were all employees working at the Bekasi Regency BPN. Data collection in this study used a questionnaire distributed through G-form, so that respondents can fill out the questionnaire effectively and data can be retrieved quickly by researchers. The statements in the questionnaire are made using a Likert scale of 1-5 with criteria starting from strongly disagree for a value of 1 and a value of 5 for strongly agree. A total of 154 respondents filled out the questionnaire and the answer data was used for data processing in the study.

Researchers collected data with quantitative research where researchers used algorithm techniques and bootsrapping using the Slovin formula for sampling. The method in this study the authors used one of the techniques in probability sampling, namely simple random sampling. According to Sugiyono (2018) simple random sampling is taking sample members from a population randomly regardless of the strata in the population.

According to Sugiyono's opinion (2017) a questionnaire is a data collection technique conducted by providing a set of written questions or statements to respondents to be answered. Scoring for questionnaire answers is determined using a Likert scale. Likert scales are used to measure a person or group's attitudes, opinions, and perceptions about social phenomena (D. Sugiyono, 2019).

Analysis through R square values and path coefficients is used to analyze the effect of employee engagement and workload on employee performance. The analysis steps include the algorithm technique by looking at the tolerance value in R square > 0.5 and bootsrapping seen in the tolerance value in the path coefficient on P values <0.05, it can be said that the variable is significant.

Results And Discussion

The results of the research data obtained 154 respondents who work at the Bekasi Regency BPN with characteristics summarized in table 3.

Table 3. Respondent Data

Karakteristik Responden	Jumlah	Persen
Jenis kelamin		
- Laki - Laki	59	38,3%
- Perempuan	95	61,7%
Usia		
- 17 s/d 26 tahun	105	68,2%
- 27 s/d 36 tahun	35	22,7%
- 37 s/d 46 tahun	11	7,1%
- 47 s/d 56 tahun	3	1,9%
Pendidikan		
- SMA/ SMK	72	46,8%
- DIPLOMA (D1,D2,D3)	24	15,6%
- S1/S2	58	37,7%
Masa kerja		
- kurang dari 1 tahun	40	26%
- 1 s/d 10 tahun	103	66,9%
- 11 s/d 20 tahun	9	5,8%
- 20 tahun	2	1,3%

Source: Data processing results (2023)

Based on table 3, it is explained that most of the respondents in this study were 59 men and 95 women. With the largest average age ranging from 17 years to 26 years as much as 68.2% or 105 people. The highest average education is high school / vocational school as many as 46.8% or 72 people, and the average tenure of the most respondents is one to ten years, which is 66.9% or 103 people.
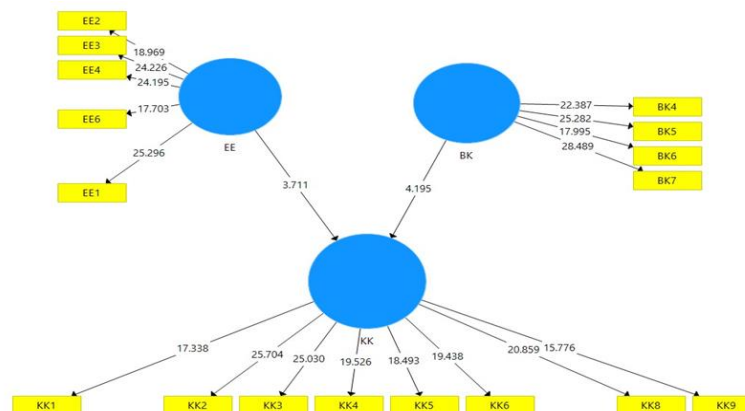
PLS Model Analysis

Figure 1. Outer model
Source: Data processing results (2023)

In the arrow between variables and indicators, it is referred to as the value of factor loading. The position of the R-square is in the circle of endogenous variables or employee performance variables. The magnitude of the path coefficient, which is above the arrow between exogenous variables, can also be observed. Table 2 explains the value of R2 = 0.544. The interpretation elucidates the phenomenon of Employee Performance influenced by the independent variables of Work Discipline and Workload, with a variance of 54%, while the remaining 46% is attributed to other variables not included in the study.

Table 4.R Square

	R Square	R Square Adjusted
KK	0.544	0.538

Source: Data processing results (2023)

Based on Table 4, the R-square value indicates that the employee performance variable is 0.544 (adjusted 0.538), signifying that employee engagement and workload collectively have a positive influence on employee performance by 54%, with the remaining impact attributed to external factors. Therefore, the R-square value in this study is categorized as substantial (large).

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
BK -> KK	0.456	0.458	0.109	4.195	**0.000**
EE -> KK	0.360	0.362	0.097	3.711	**0.000**

Source: Data processing results (2023)

Based on Table 5, its contents explain that the results of bootstrapping on employee engagement and workload regarding employee performance are analyzed as follows:

The influence of workload on employee performance
The Original Sample (O) value is 0.456, indicating a positive relationship between the workload variable and a T-Statistic value of 4.195 > 1.96 or a P-value of 0.000 < 0.05, with significant (positive) results.

The influence of employee engagement on employee performance
The Original Sample (O) value is 0.360, indicating a positive relationship between the employee engagement variable and a T-Statistic value of 3.711 > 1.96 or a P-value of 0.000 < 0.05, with significant (positive) results.

To illustrate the relationship between variables in the study and other variables, the path coefficient method is employed in the analysis. The results of bootstrapping are utilized in data processing to calculate path coefficients using SmartPLS 3.0. The bootstrapping method yields

values for path coefficients, t-statistics, and p-values for each independent variable concerning the dependent variable.

There is prior research indicating the emergence of inconsistencies in research results, forming the basis for conducting this study. The aim is to provide a factual discussion regarding the influence of employee engagement and workload on employee performance. If workload indicators, such as targets to be achieved, job conditions, and job standards, are balanced, employee performance will improve. The set job targets should align with the employees' capabilities. Job conditions also encompass the employees' perspectives on their current work conditions in the company, such as their ability to make quick decisions and handle unforeseen situations, such as accidents.

Therefore, the objective of this study is to further validate the impact of employee engagement and workload on employee performance at the National Land Agency (BPN) in Bekasi Regency.

The Influence of Employee Engagement on Employee Performance

Research on employee engagement by Sucahyowati (2020) concludes that employee engagement enhances performance, emphasizing the need to improve engagement behaviors among employees. According to Diana & Frianto (2021), the higher the level of employee engagement, the higher the level of performance. However, other studies state that employee engagement has a negative and significant impact on employee performance (Letsoin & Ratnasari, 2020). This implies that employee involvement is a significant factor that can both influence and hinder employee performance.

The Influence of Workload on Employee Performance

Data analysis results indicate that workload has an impact on employee performance. Consistent with research on the impact of workload on employee performance conducted by Surijadi (2020), this suggests that employee performance is better with a higher workload. This holds true even when the daily workload in the office is substantial; employee performance remains consistent. Nataria (2019) explains that perceiving assigned tasks as responsibilities or challenges that must be met positively affects performance. Thus, workload has a positive effect on employee performance. On the contrary, Nabawi (2019) states that workload has a negative impact. This means companies should not overload employees with excessive work because an excessive workload can decrease employee performance, making the influence of workload on employee performance negative. Another study by Sulastri (2020) concludes that workload has a negative impact on employee performance, indicating that an increase in workload will decrease employee performance.

Conclusions

Employee engagement and workload have a positive and significant impact on employee performance at the National Land Agency (BPN) in Bekasi Regency. The higher the level of employee engagement and an appropriate workload, the better the employee performance. There is a need to enhance employee engagement among BPN employees in Bekasi Regency to increase motivation and improve performance beyond established standards. It is essential to adjust the

workload according to the employees' capabilities and increase the number of human resources in line with the growing workload. The more employees involved, the higher the resulting performance. Similarly, with the impact of workload, the higher the existing workload, the greater the performance that needs improvement.

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