

Employee Productivity of the Production Section of PT. SKB: The Impact of Workload and Work Motivation

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ABSTRACT

Work productivity reflects the company's level of success in achieving organizational goals. Factors that are thought to affect productivity include workload and work motivation. The problem of the production part of PT. The SKB is shown by production targets that have not been achieved, the distribution of workloads that have not been optimal, and the high rate of employee absenteeism. Workload and work motivation were examined in this study to determine their partial and simultaneous effects on productivity. Forty production workers were the subjects of the quantitative study, which used a descriptive and associative methodology. Multiple linear regression was used to analyze the data. In contrast to job motivation, which had a positive influence on productivity, workload did not affect productivity in the study. Both factors influence productivity on the job at the same time. Workload is less of a factor than work motivation when it comes to increasing productivity, according to these research.

INTRODUCTION

The key to a company's success in reaching its objectives is its human resources. This success is influenced by the quality of employees in carrying out tasks effectively and efficiently (Kusuma, 2026). One of the benchmarks is work productivity, which shows the ability of employees to produce output optimally with the goal of making the business more competitive (Rukhviyanti et al., 2023).

Indonesia's labor productivity continues to increase, from 83.48 million per workforce in 2020 to 89.33 million in 2024. However, the productivity level is still lower than several countries in the Southeast Asian region (JETRO, 2020). PT. SKB is an industrial company that needs to increase work productivity to maintain the company's competitiveness and performance. Based on information from the leadership and production data for 2023–2025, employee work productivity has begun to decline since 2024.

Table 1. Data on the achievement of production targets of PT. SKB Year 2023–2025

Year	Number of Employees	Production Target (Roll)	Actual (Roll)	Description
2023	30	100.440	102.500	Achieved
2024	35	117.180	92.450	Not Achieved
2025	40	133.920	84.434	Not Achieved

Source: PT. SKB, Reprocessed in 2026

Based on Table 1, production targets in 2024 and 2025 were not achieved despite the increase in the number of employees. This condition shows that the increase in the workforce has not been able to increase productivity optimally, characterized by the still gap between the target and the realization of production. Findings from this study corroborate those from Rahman et al. (2023) that mismatches between job targets and employee work capacity can hinder productivity increases, even though companies have increased the number of workers.

Optimal work productivity requires attention from the company, especially in managing the factors that affect it, one of which is workload. Workloads reflect the number and difficulty level of tasks that need to be completed in a given amount of time. An imbalance between workload and employee abilities can cause pressure that negatively impacts morale and work results (Darmasari, 2020). Workload increases productivity, according to research by Setiawan et al., (2021). Workloads that match employee capacity can increase productivity, while unbalanced workloads have the potential to decrease productivity.

Derived from a interview with the Head of Production of PT. SKB, some employees have not been able to meet the daily target because the target is considered too high. This condition is supported by data on the achievement of the company's production target during 2025.

Table 2. Data on the achievement of production targets of PT. SKB January-December 2025

Months	Production Target (Roll)	Actual (Roll)	Target Achievement
January	10.560	6.034	57,14%
February	11.520	6.248	54,24%
March	9.600	5.029	52,39%
April	9.600	6.825	71,09%
May	9.600	5.026	52,35%
June	10.080	6.333	62,83%
July	12.960	9.110	70,37%
August	12.480	8.755	70,14%
September	12.000	7.726	64,38%
October	12.000	7.245	60,38%
November	12.000	7.455	62,13%
December	11.520	8.648	75,07%

Source: PT. SKB, Reprocessed, in 2026

The data in table 2 make it clear that the production target in 2025 PT. SKB always does not achieve the production target. The most critical condition occurred in May, where the target absorption rate was only 52.35%. Production targets that have not been consistently achieved indicate a mismatch between workload and employee capacity. This condition can cause fatigue, work stress, and decrease performance and productivity. This is in line with Nabila and Prabowo's (2025) research indicates that an unbalanced workload may hinder the achievement of organizational objectives.

In order to increase employee job productivity, it is vital to consider both workload and work motivation. Work motivation increases productivity, according to research by Rukhviyanti and Ambarwati (2023). The degree of employee attendance in the organization is frequently affected by the amount of work activity and the severe demands of the job. One sign of low employee enthusiasm to work is a high percentage of absenteeism. Because of this issue, production may stall, goals may not be met, and productivity may fall. Employee attendance data of PT. The 2025 SKB is presented as follows:

Table 3. Employee Attendance Data of PT. SKB Year 2025

Months	Sick Leave	Authorixed Leave	Unexcused Absence
January	15	11	40
February	18	14	42
March	24	19	65
April	20	16	48
May	21	18	50
June	26	22	69
July	17	13	45
August	22	18	55

September	28	24	71
October	31	27	78
November	25	21	66
December	22	19	56
Total	269	222	685

Source: PT. SKB, Reprocessed, in 2026

Based on Table 3, the absence rate of 40 employees during 2025 is dominated by absenteeism of 685 days, higher than illness (269 days) and leave (222 days). This condition indicates that employee work motivation is not optimal, in line with the findings of Saputri (2024), the high rate of employee absenteeism, particularly unreported absences, can be an indication that employee work motivation is not optimal. The high absenteeism rate can hinder the smooth production of production, increase the workload of other employees, and make it difficult for the company to achieve the set targets. Saputri (2024) stated that these conditions can reflect work motivation that is not optimal. On the other hand, employees who are highly motivated tend to be disciplined, responsible, and committed to completing work according to targets so as to make a better contribution to the company. The findings are supported by Hansfian et al. (2022) who show that higher work motivation contributes to increased employee productivity.

The purpose of this study is to analyze this phenomenon and draw conclusions about the production department of PT. SKB's employees' workload, motivation, and productivity. It also aims to determine the partial and simultaneous effects of workload and motivation on productivity.

LITERATURE REVIEW

Workload

Workload is the number of tasks that employees must complete in a certain period according to the demands of the job. The balance between work demands and employee abilities is an important factor because their incompatibility can hinder the optimal execution of work (Faris Fauzan et al., 2026).

There are three parts to a person's workload: mental load, bodily burden, and time load (Safitri and Astutik, 2019). These three factors are connected to the time of completion of work, mental demands, and physical activity required during work. Workloads that exceed capacity can cause physical and mental fatigue resulting in reduced productivity. On the other hand, workloads that are managed according to employee capabilities are able to increase work effectiveness.

Work Motivation

Sugiyono (2018) argues that intrinsic motivation is what drives people to take action in pursuit of their goals in the workplace. There are two main categories of motivation, as described by Fahmi (2018): intrinsic and extrinsic.

A person's intrinsic drive is the force that comes from within an individual so that it encourages a person to do an action because it is considered to have value and meaning for him. Meanwhile, extrinsic motivation is the impulse that arises due to factors from outside the individual, such as appreciation, environment, or other influences, which can arouse enthusiasm and encourage changes in attitudes and behaviors in a more positive direction in carrying out work.

Hasibuan (2019) states that work motivation can be influenced by a multitude of circumstances, including physical needs, the need for security and safety, social needs, the need for rewards, and the need for self-actualization.

Work Productivity

Employees' capacity to efficiently and successfully complete tasks in line with organizational objectives is a key indicator of their productivity on the job. Productivity in the workplace is defined by Utami and Abdurahman (2026) as the ratio of useful output to total inputs.

Sedarmayanti (2017) argues that productivity in the workplace reveals how well workers are able to make use of available resources to create a product or service. Work productivity, according to Sedarmayanti (2018), has five dimensions: quantity of work done, quality of output, efficiency of resource usage, discipline, and accuracy of reaching completion time.

The Entanglement Between Workload Variables and Work Motivation on Work Productivity

Workload raises productivity, according to earlier studies by Sulistiana & Purwanto (2025), Rahmawati et al. (2023), Utami & Abdurahman (2025), Saputri (2024), and Siregar et al. (2025). Overburdening workers with too much work can lead to emotional and physical exhaustion, which in turn reduces their output. On the flip side, maximizing productivity is easier when workloads are distributed according to employees' strengths and weaknesses. Thus, if the company is able to manage and distribute the workload proportionally according to the employee's ability, then employees will be better able to complete their work effectively and efficiently so that work productivity can increase.

Furthermore, it was found that work motivation increases productivity in studies conducted by Rukhviyanti et al. (2023), Hansfian et al. (2022), Prawiyono & Ubaidillah (2025), and Pratama & Wijaya (2025). Workers who are highly motivated to do a good job are more likely to go above and beyond in their profession, show up every day, and achieve their full potential. In contrast, when workers aren't enthusiastic about their jobs, they are less likely to take initiative, which in turn leads to higher absenteeism and less efficient operations. This condition can ultimately cause lower work productivity.

Then, research by Al-Hawary & Banat (2022), Nugroho (2021), Ayuningtyas (2024) and Setiawan et al., (2021) showed that workload and work motivation together affect work productivity. Work productivity can increase if employees have high work motivation and are supported by workload management that is in accordance with their capacity. The combination of these

two factors allows work to be completed effectively and efficiently so that organizational goals are more easily achieved.

Based on the results of theory and previous research, the research hypothesis was formulated as follows:

H1: The workload has a positive effect on the work productivity of employees in the production section of PT. SKB.

H2: Work motivation has a positive effect on the work productivity of employees in the production department of PT. SKB.

H3: Workload and work motivation together affect the productivity of employees of PT. SKB.

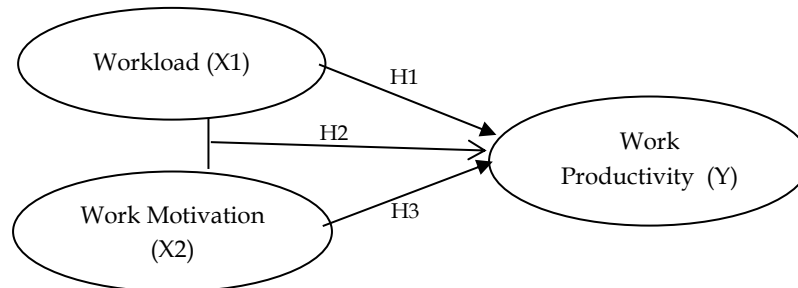


Figure 1. Research paradigm of workload and work motivation on work productivity.

METHODOLOGY

This research makes use of quantitative techniques with an associative and descriptive strategy. Research instruments and variable measurement are based on the operationalization of each study variable into a number of indicators. Following is a presentation of the indicators utilized for each variable:

Table 4. Variable Operationalization

Workload (X1)	
Sub Variable	Indicator
Load Time	1.Workload compatibility with the set completion timeframe. 2.Limited time to get the job done well.
Mental Load	1.The level of difficulty of the job faced. 2.The level of mental fatigue experienced after carrying out work activities.
Physical Load	1.The level of physical fatigue felt after work. 2.The level of concentration required in the work.
Work Motivation (X2)	
Sub Variable	Indicator
The Work Itself	1.Encouragement in employees to understand what their job is. 2.Encouragement in employees to love the work they do.
Responsibilities	1.Encouragement in employees to complete work on time according to the provisions.

	2.Encouragement in employees to carry out tasks with discipline.
Opportunities To Advance	1.Encouragement in employees to improve work skills. 2.Encouragement in employees to reach a higher career level.
Self-Development	1.Encouragement in employees to develop their potential in carrying out work. 2.Encouragement in employees to improve themselves at work.
Achievement	1.Encouragement in employees to achieve work results according to set targets. 2.Encouragement in employees to improve the quality of work results.
Recognition	1.The encouragement in employees to work well in order to get recognition for their work. 2.The encouragement in employees to maintain performance in order to continue to get recognition.
Work Productivity (Y)	
Sub Variable	Indicator
Quality of Work	1. Ability to work meticulously. 2. The ability to complete the work according to the company's quality standards.
Working Quantity	1. Ability to complete work targets. 2. Ability to avoid delays in completing work.
Work Accuracy	1. Ability to complete work on time. 2. Ability to avoid delays in completing work.
Resource Use Effectiveness	1. The ability to utilize the workforce optimally. 2. The ability to achieve maximum <i>output</i> results with minimal <i>input</i> .
Work Discipline	1. Ability to comply with predetermined working hours. 2. Ability to comply with company regulations and policies.

Interviews and questionnaires were the two main methods used to gather data for the study. The research population consisted of 40 production employees and 1 direct supervisor. Respondent answer measurement using *the Semantic Differential scale*. Before being used in the data collection process, the research instrument first goes through a validity test and a reliability test to ensure that the instrument meets the eligibility criteria as a research measuring tool.

In descriptive analysis, the criteria used aim to present a clear and systematic picture of the relationships of the variables being studied. The criteria used in the descriptive analysis are as follows:

Table 5. Criteria for Respondents' Attitudes Toward the Workload, Work Motivation, and Work Productivity Variables

Interval	Workload	Work Motivation	Work Productivity
1,00 – 1,80	Very Inappropriate	Very Low	Very Low
1,81 – 2,60	Inappropriate	Low	Low
2,61 – 3,40	Moderate	Moderate	Moderate
3,41 – 4,20	Appropriate	High	High
4,21 – 5,00	Very Appropriate	Very High	Very High

As an additional requirement for analysis, we must evaluate the classical assumptions of normalcy, multicollinearity, and heteroscedasticity. Afterward, we do tests of multiple linear regression. Once these steps are complete, the research hypothesis is examined using instruments such as the t-test, the F-test, and determination coefficient analysis (R^2). The guidelines used in interpreting the value of the determination coefficient are presented as follows:

Table 6. Guidelines for Providing Interpretation of Determinative Coefficients

Coefficients Interval	Level of Influence
$\leq 4,99\%$	Very Low Influence
5% - 16,99%	Low but Definite Influence
17% - 49,99%	Moderate Influence
50% - 80,99%	High (Strong) Influence
$\geq 81\%$	Very High Influence

Source: Fitrianingsih & Budiansyah (2018)

RESEARCH RESULTS AND DISCUSSION

Results of the Validity and Reliability Test of Research Instruments on Variables of Workload, Work Motivation and Work Productivity

In order to gather data regarding workload, motivation, and productivity, the researcher sent out questionnaires to forty workers in PT. SKB's manufacturing department. In addition, we used IBM SPSS Statistics 27 to check the instruments' validity and reliability, making sure that every survey question accurately and consistently measured the characteristics we wanted to look at. In light of this, we may say that the research is credible and accurate enough to be used as a data collection method.

Table 7. Results of the Validity Test of Workload Variables, Work Motivation and Work Productivity

No	X1- rcount	X2- rcount	Y- rcount	rtable	Description
1.	0,682	0,588	0,438	0.2638	Valid
2.	0,589	0,602	0,529		Valid
3.	0,431	0,482	0,529		Valid
4.	0,768	0,577	0,655		Valid
5.	0,449	0,671	0,563		Valid
6.	0,620	0,672	0,563		Valid

7.	0,657	0,681	Valid
8.	0,657	0,589	Valid
9.	0,461	0,589	Valid
10.	0,723	0,653	Valid
11.	0,623		Valid
12.	0,715		Valid

The validity test results are provided in Table 7, which means that all questionnaire items met the necessary validity standards. The computed r-values for all items were higher than the critical r-table value of 0.2638, which proves it. Based on their ability to measure the desired research variables in line with the defined research objectives, all questionnaire items were deemed valid and appropriate for this study.

Table 8. Results of Reliability Test of Workload, Work Motivation and Work Productivity Variables

Variable	Cronbach's Alpha	Term Value	Description
Workload	0,614	0,60	Reliable
Work Motivation	0,831		Reliable
Work Productivity	0,895		Reliable

According to the findings of the reliability test (Table 8) obtained from the questionnaire, the term value is 0.60, which is less than the Cronbach's Alpha value. Thus, it was determined that all survey items were valid and appropriate for this research.

Respondents' Responses to Workload

Here are the outcomes of the survey's questions and answers regarding Workload with sub-variables of time workload, mental workload and physical workload.

Table 9. Average Respondent Scores for the Workload Variable

Sub Variable	Average Score	Criteria
Time Workload	2,71	Moderately Appropriate
Mental Workload	3,03	Moderate
Physical Workload	3,06	Moderate
Overall Averag	(2,71+3,03+3,06)/3= 2,93	
Workload		Moderate

Source: Questionnaire, Reprocessed, Year 2026.

According to the data in Table 9, the workload variable was rated as **fair** with an overall mean score of 2.93. The findings suggest that the respondents perceived the workload as being at a moderate level. This shows that the employees of PT. SKB feels that the workload is quite appropriate in carrying out its duties.

Respondents' Responses to Work Motivation

Based on the responses that received, here are the results for Work Motivation sub-variables.

Table 10. Average Respondent Scores for the Work Motivation Variable

Sub Variable	Average Score	Criteria
The Work Itself	4,38	Very High
Responsibility	4,07	High
Opportunity for Advancement	4,00	High
Self-Development	4,05	High
Achievement	4,28	Very High
Recognition	4,20	Very High
Overall Average	$(4,38+4,07+4,00+4,05+4,28+4,20)/3= 4,16$	
Work Motivation		High

Source: Questionnaire, Reprocessed, Year 2026.

Based on (Table 10), it is known that the work motivation variable obtained a total average score of 4.16 and is included in the High criterion from the maximum criterion, which is very High. This shows that the employees of PT. SKB has high motivation in carrying out its duties and responsibilities.

The Perception of the Direct Supervisor on the Work Productivity of PT. SKB

The following are the results of the perception of the direct supervisor (Operational Manager) regarding work productivity with the sub-variables used including the quality of work, the number of work results, the accuracy in the implementation of the work, the effectiveness of resource utilization, and work discipline.

Table 11. Average Supervisor Ratings for the Work Productivity Variable

Sub Variable	Average Score	Criteria
Work Quality	4,2	Very High
Work Quantity	4,2	Very High
Work Accuracy	4,17	High
Resource Use Effectiveness	4,32	Very High
Work Discipline	4,36	Very High
Overall Average	$(4,2+4,2+4,17+4,32+4,33)/3= 4,25$	
Produktivitas Kerja		Very High

The work productivity variable met the Very High requirement with a total average score of 4.25, as shown in Table 11. The high level of productivity demonstrated by the personnel of PT. SKB in carrying out their assigned tasks is commendable. The high productivity of work is reflected in the very high assessment of the aspects of work quality, quantity of work, the effectiveness of resource use, and the high assessment of the aspect of work accuracy.

The Influence of Workload and Work Motivation on Work Productivity
Classic Assumption Test

The regression model was found to meet all the necessary assumptions, proving its eligibility for further investigation, according to the findings of the conventional assumption tests. Three tests are included in the set: heteroscedasticity, multicollinearity, and normality.

Table. 12 Classical Assumption Test Results

Classical Assumption Test	Acceptance Criteria	Test Results	Description
Normality Test	(Sig) > 0,05	(Sig) = 0,200	Data are normally distributed
Multicollinearity Test	Tolerance > 0.10 and VIF < 10	Workload and Work Motivation: Tolerance = 0.978 VIF = 1.023	No multicollinearity was detected
Heteroscedasticity Test	(Sig) > 0,05	Workload (Sig) = 0,429 Work Motivation (Sig) = 0,090	No multicollinearity was detected

The data was deemed to follow a normal distribution because the normalcy test yielded a significance value of 0.200 > 0.05. Additionally, the multicollinearity test turned up a Tolerant value of 0.978, > the threshold of 0.10, and a VIF value of 1.023 < 10. According to these findings, there was no significant linear correlation. The work motivation variable had a significance value of 0.090 and the workload variable a value of 0.429 when testing for heteroscedasticity. Since both variables' significance values > 0.05, the regression model did not reveal any signs of heteroscedasticity. With all classical assumptions satisfied, the model can be used for the next analysis process.

Table 13. Multiple Linear Berganda Test Results

Variable	Unstandardized Coefficients
	β
Constant	26,190
Workload	0,072
Work Motivation	0,293

Dependen Variabel: Work Productivity

From the data processing (Table 13) that has been carried out, the outcomes of the subsequent equation are calculated:

$$Y = 26.190 + 0.072X_1 + 0.293X_2$$

From the findings of multiple linear regression test, can be concluded:

1. The variable regression coefficient of the workload is 0.072. Shows that workload makes a positive contribution to work productivity, with a low but definite level of influence.

2. The regression coefficient of the work motivation variable was 0.293. Showing work motivation makes a positive contribution to work productivity, with a significant level of influence.

Table 14. Simultaneous Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457a	.209	.166	1,456

A determination coefficient test using IBM SPSS Statistics version 27 yielded a R Square value of 0.209, as shown in Table 13. Together, workload and work motivation account for 20.9% of the variance in productivity, according to this estimate. In the meantime, factors unrelated to the study's variables accounted for the remaining 79.1%. As a result, we can say that the two independent factors have a large impact on productivity in the workplace.

Parial Test (t-test)

The impact of the independent variables, workload (X_1) and work incentive (X_2), on the dependent variable, work productivity (Y), was partially tested using a t-test in the context of the IBM SPSS Statistics program version 27. The hypothesis is either accepted or rejected based on the comparison of the computed t-value to the t-value in the table. The degree of freedom (df), which is the difference between the number of study variables (k) and the number of respondents (N), is used to compute the t-value of the table. In this study, the number of respondents was 40 people with three research variables resulting in a df value of 37, so that a table t-value of 1.687 was obtained as a basis for decision-making in hypothesis testing.

Tabel 15. t-test

Variable	Tcount	Ttable	Sig.	Prob.	Description
Workload	0,524	1,687	0,604	0,05	No Significant
Work Motivation	2,343	1,687	0,025	0,05	Significant

Based on (Table 15) shows that:

- a. The value of the calculation of the effect of workload on work productivity is $0.524 > 1.687$ (table) and the significance value is $0.604 < 0.05$ states that H_a was rejected, the workload had no effect on the work productivity of employees in the production department of PT. SKB, there is also a one-party test for workload variables on work productivity as follows:

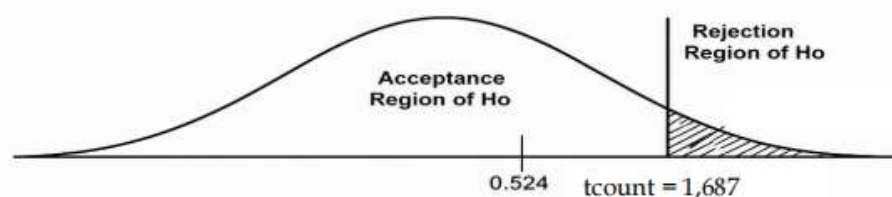


Figure 2. Workload Variable One-Party Test Results
Towards Work Productivity

- b. The value of the calculation of the effect of work motivation on work productivity is $2.343 > 1.687$ (table) and the significance value is $0.025 < 0.05$ states that H_a was rejected, work motivation affects the work productivity of employees in the production department of PT. SKB, there is also a one-party test for workload variables on work productivity as follows:

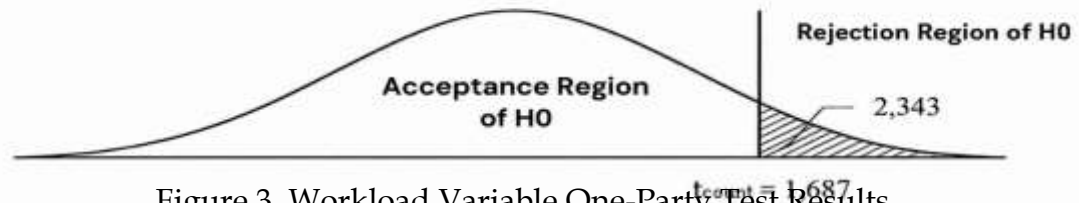


Figure 3. Workload Variable One-Party Test Results
Towards Work Productivity

Simultaneous Test (*f-test*)

Through a simultaneous analysis of workload and work motivation, this study seeks to determine the extent to which these two variables impact the work productivity of employees in the manufacturing department of PT. SKB.

Table 16. *f-test*

Variable	<i>f</i> _{count}	<i>f</i> _{table}	Sig.	Prob.	Description
Workload And Work Motivation On Work Productivity	4,893	3,252	,013	0,05	Significant

According to Table 15, the *f-test* calculation yields a value of $4.893 > 3.252$ (*F*_{table}) with a significance value of $0.013 \leq 0.05$. This indicates that PT. SKB's work productivity is significantly impacted by both workload and work motivation at the same time.

CONCLUSIONS

The following are some inferences that can be made from the research and discussion:

1. Respondents' responses regarding the workload of employees of PT. SKB is included in the criteria that are quite appropriate from the maximum criteria, which are very suitable. From the sub-variables of time workload, mental workload and physical workload.
2. Respondents' responses regarding work motivation in employees of the production department of PT. SKB is included in the high criteria of the very high criteria. From the sub-variables of the job itself, responsibility, opportunities to advance, self-development, success, and recognition.
3. Work productivity in employees of the production department of PT. SKB is included in the very high criteria. From the sub-variables of work quality, quantity of work, work accuracy, and effectiveness of resource use, and work discipline.

4. The effect of workload and work motivation on the work productivity of employees in the production department of PT. SKB both partially and simultaneously:
 - a. Workers' output in the production department of PT. SKB is only marginally impacted by their workloads. This suggests that workloads do not play a significant role in determining whether workers are highly or poorly productive.
 - b. Workers' output in PT. SKB's production department is positively impacted by partial work motivation. Workers' output rises in direct proportion to their level of work motivation.
 - c. The production department's workers' output is influenced by both their workload and their level of incentive to work. Consequently, a combination of well-managed workloads and high levels of employee motivation leads to excellent output.

RECOMMENDATIONS

Based on the findings of the study, PT. SKB is expected to implement a more balanced workload management by considering the capacity and ability of each employee in setting production targets. In addition, companies need to strengthen work motivation by appreciating performance, providing opportunities to improve competencies, building good communication between management and employees, and creating a conducive work environment. The implementation of these various efforts is expected to increase employee enthusiasm and commitment in work so that work productivity can continue to increase continuously.

ADVANCED RESEARCH

It is possible to do research development by incorporating additional factors that are not included in this study. Among the many things that influence work productivity is work environment, job satisfaction, work discipline, compensation, leadership, and OCB. In addition, the scope of research can be expanded by involving different companies so that the results obtained have the opportunity to be compared and generalized more widely. The next researcher is also recommended to develop indicators and the application of different approaches and analysis methods can be carried out to enrich the results of studies related to factors that play a role in determining work productivity.

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