VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818

Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

THE INFLUENCE OF JOB ANALYSIS, WORKLOAD ANALYSIS, AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE INVESTMENT AND ONE - STOP INTEGRATED SERVICES OFFICE OF SIMALUNGUN REGENCY

[1*]Lindu Verawati Butar - Butar, Master of Management Study Program, Simalungun University
e-mail: veera7boetar@gmail.com
[2]Tuahman Sipayung, Master of Management Study Program, Simalungun University
e-mail: spyung1963@gmail.com
[3]Tioner Purba, Master of Management Study Program, Simalungun University
e-mail: tionerpurba47@gmail.com

*Corespondence Author: veera7boetar@gmail.com

ABSTRACT

This study aims to analyze the influence of job analysis, workload analysis, and motivation on employee performance at the Investment and One-Stop Integrated Services Office. A quantitative approach was used with a survey method, involving 52 respondents who are employees at the agency. Data analysis was conducted using multiple linear regression with the help of SPSS software. The results of the study indicate that simultaneously, the three independent variables have a positive and significant effect on employee performance. Partially, job analysis has a positive and significant effect on employee performance. Similarly, workload analysis also has a positive and significant effect on employee performance. In addition, motivation has a positive and significant effect on employee performance. Based on these results, it can be concluded that improving the quality of job analysis, proper workload planning, and strengthening work motivation are effective strategies for enhancing employee performance in the government environment of Simalungun Regency.
Keywords: Job Analysis, Workload Analysis, Motivation, Employee Performance

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh analisis jabatan, analisis beban kerja, dan motivasi terhadap kinerja pegawai pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu. Pendekatan yang digunakan adalah kuantitatif dengan metode survei, melibatkan 52 responden yang merupakan pegawai pada instansi tersebut. Teknik analisis data dilakukan menggunakan regresi linier berganda melalui bantuan software SPSS. Hasil penelitian menunjukkan bahwa secara simultan ketiga variabel independen berpengaruh positif dan signifikan terhadap kinerja pegawai. Secara parsial, analisis jabatan berpengaruh positif dan signifikan terhadap kinerja pegawai. Begitu pula dengan analisis beban kerja berpengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, motivasi juga berpengaruh positif dan signifikan terhadap kinerja pegawai. Berdasarkan hasil tersebut, dapat disimpulkan bahwa peningkatan kualitas analisis jabatan, perencanaan beban kerja yang tepat, serta penguatan motivasi kerja merupakan strategi yang efektif dalam upaya meningkatkan kinerja pegawai di lingkungan pemerintahan Kabupaten Simalungun.
Kata Kunci: Analisis Jabatan, Analisis Beban Kerja, Motivasi, Kinerja Pegawai

I. INTRODUCTION

The Investment and One-Stop Integrated Services Agency (DPMPTSP) of Simalungun Regency holds a central role in promoting regional investment and delivering efficient public services. The performance of its employees is a key determinant in ensuring the effectiveness of these services. Employee performance, which encompasses aspects of quality, quantity, and timeliness, significantly impacts organizational success. As such, it is essential for public institutions to understand and fulfill employee needs to foster motivation and enhance overall performance outcomes.

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

Civil servant performance should be continuously assessed and improved through systematic evaluation mechanisms. Attaining optimal performance necessitates analyzing several influencing factors, such as job analysis, workload analysis, and employee motivation. Effective human resource management in these areas contributes directly to improved public service delivery and organizational effectiveness. Job analysis, as defined by Dessler (2015), is a systematic process used to identify and describe job duties, responsibilities, and qualifications, allowing for more accurate employee placement and ultimately enhancing performance. Meanwhile, Robbins & Judge (2019) emphasize that appropriate workload analysis ensures efficient human resource allocation and prevents overburdening, which can undermine productivity. Motivation, as described by Herzberg in Hasibuan (2014), includes both motivator and hygiene factors that influence job satisfaction and drive improved performance.

The interconnection between job analysis, workload analysis, and motivation forms the basis for strong employee performance. Misalignment in job placements, lack of training, uneven task distribution, and poor infrastructure at DPMPTSP Simalungun currently hinder optimal productivity. To respond to increasingly complex regulations and rising demands for transparent, responsive services, DPMPTSP must routinely evaluate its job structures, workloads, and employee motivation strategies. This aligns with Ministerial Regulation of the Ministry of Administrative and Bureaucratic Reform No. 1 of 2020, which provides guidelines on job and workload analysis. In this regard, the present study investigates the impact of job analysis, workload analysis, and motivation on employee performance at DPMPTSP Simalungun.

Based on the background outlined above, this study aims to investigate the relationship between job analysis, workload analysis, and motivation and their influence on employee performance at the Investment and One-Stop Integrated Services Agency of Simalungun Regency. The specific research problems addressed in this study are as follows: (1) What is the simultaneous effect of job analysis, workload analysis, and motivation on employee performance? (2) What is the effect of job analysis on employee performance? (3) What is the effect of workload analysis on employee performance? (4) What is the effect of motivation on employee performance?

The primary objective of this research is to empirically examine the influence of job analysis, workload analysis, and motivation on employee performance at DPMPTSP Simalungun. Specifically, the research seeks: (1) to determine the simultaneous effect of job analysis, workload analysis, and motivation on employee performance; (2) to analyze the individual effect of job analysis on employee performance; (3) to examine the impact of workload analysis on employee performance; and (4) to assess the influence of employee motivation on performance outcomes.

This study is expected to provide both theoretical and practical contributions. Theoretically, it contributes to the development of scientific discourse in human resource management by combining theoretical frameworks with empirical investigation regarding job analysis, workload analysis, and motivation. The research enhances scholarly understanding of how these variables influence public sector employee performance. Practically, the findings of this study offer valuable insights to DPMPTSP Simalungun in formulating effective human resource strategies. Specifically, the results may guide improvements in job structuring, workload distribution, and employee motivation policies. For the researcher, this study serves as a partial fulfillment of academic requirements for a Master's degree and provides an avenue to apply learned concepts. Additionally, this research can serve as a reference for future studies in the field of human resource management, especially those focusing on public sector performance.

II. THEORETICAL FRAMEWORK

Management

Management is the process of organizing activities carried out by individuals or groups using available resources efficiently and effectively to achieve specific goals. According to Nugroho (2017), management involves planning, organizing, implementing, and supervising resources to ensure effective and efficient operations. Dessler (2007) defines it as the process of planning, organizing,

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

leading, and controlling human resources to achieve performance goals. Daft (2014) emphasizes achieving organizational goals through effective and efficient management of organizational resources. Nurmadhani (2020) sees management as both a science and art of planning, organizing, directing, and controlling members of the organization to achieve predefined goals. In summary, management includes planning, organizing, actuating, leading, and controlling organizational resources. Functions of Management (Nurmadhani, 2020): Planning: Establishing goals and strategies to achieve them (Alimuddin et al., 2020). Organizing: Structuring tasks and assigning responsibilities (Ellen in Nurmadhani, 2020). Directing: Guiding and motivating members to perform their roles (George, 2010). Controlling: Monitoring and correcting activities to meet planned goals.

Human Resource Management (HRM)

HRM is a modern approach replacing traditional personnel management, focusing on managing people in an organization. Daryanto (2017) describes HRM as the science and art of organizing labor relations efficiently and effectively. Hasibuan (2017) defines it as organizing labor roles to help realize organizational goals. Arifin (2019) includes utilizing, developing, rewarding, and managing individuals or employee groups. HRM practices directly influence human resources in organizations and are crucial for building strong HR capabilities**.** Functions of HRM (Hasibuan, 2019): Managerial Functions: a. Planning: Designing effective employment strategies, b. Organizing: Defining labor roles, authority, and coordination, c. Directing: Motivating employees to work efficiently, d. Controlling: Ensuring employees stay aligned with organizational goals. Operational Functions: a. Procurement: Recruitment, selection, placement, orientation, b. Development: Training to improve skills, c. Compensation: Fair and proper remuneration, d. Integration: Aligning employee and company interests, e. Maintenance: Welfare programs to retain employees, f. Discipline: Ensuring adherence to rules, g. Termination: Ending employment due to various reasons.

Objectives of HRM (Nowo, 2018; Sutrisno, 2019): Guide management in HR policy-making, Apply HR policies that support organizational goals, Align HR strategy with overall organizational strategy, Support line managers in goal achievement, manage crises and maintain harmonious labor relations, Facilitate communication between employees and the organization, Uphold organizational standards and HR values.

Job Analysis

Job analysis is a systematic process to collect, analyze, and present job-related information in an organization. According to Moekijat (2021), it helps in employee placement and HR management. Hasibuan (2014) defines it as written information regarding duties that must be carried out to meet organizational goals. Armstrong (2009) and Dessler (2013) emphasize that job analysis outlines responsibilities, required skills, and the ideal candidate. According to the Ministry of Administrative and Bureaucratic Reform Regulation No. 1 of 2020, job analysis involves data collection, recording, processing, and compiling job data into usable information for staffing decisions.

Job analysis is a systematic process for collecting and structuring information about tasks, responsibilities, and job requirements to support effective human resource management. Driven by bureaucratic reform, job analysis is essential for organizational structuring, staffing, competency setting, training planning, and job evaluation. The process includes: Preparation and planning, Team formation, Notification to target units, Data collection (questionnaires, interviews, observation), Data processing, Preparation of job descriptions, job specifications, and job maps. Indicators (Regulation No. 1 of 2020): (1) Job Description: Duties and responsibilities, (2) Job Qualifications: Education, experience, skills, (3) Work Output: Measurable results, Tools and Equipment (3) Responsibility, (4) Authority, (5) Work Environment: Conditions like lighting, noise, and space.

Workload Analysis

Workload analysis assesses how much work must be completed and matches it to available workforce capacity. Marwansyah (2010), Komaruddin (2011), and Koesomowidjojo (2017) highlight determining the amount of work and time required. Regulation No. 1 of 2020 defines it as a systematic technique to evaluate the efficiency and effectiveness of an organization based on work volume. Workload analysis is the process of measuring and evaluating tasks over a specific period to ensure

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

alignment between employee capacity and work demands. It addresses inefficiencies such as skill-job mismatches and uneven staffing. The goal is to optimize human resources to meet government performance expectations. It provides benchmarks such as: Task time norms, Efficiency standards, Staffing formation, Performance improvement indicators.

Time Norms (Fixed Variable): Time required per task, adjusted for changes in policy, tools, or systems, Work Volume (Variable): Frequency and complexity of tasks performed, Effective Working Time: Measurement standard including: Validity, consistency, universality. Based on Presidential Regulation No. 21 of 2023: Formal working hours/week: 37 hours 30 minutes, Effective hours/week (after 30% allowance): ~26 hours 30 minutes, yearly effective hours: ~1,250 hours. Workload Analysis Techniques: (1) Data Collection: Review organizational tasks, Use questionnaires, interviews, and observations. (2) Key Aspects in Calculation: a. Workload: Based on job duties and programs, b. Average Capability Standards: Time Norm = (Workers × Time) / Output, Output Norm = Output / (Workers × Time), c. Effective Working Time: Combination of effective workdays and hours minus allowance time.

Motivation

Work motivation refers to how long an individual can maintain effort in their job. Motivation influences human behavior and can be seen as a driving force, desire, or need that energizes individuals to act [(Bahri & Nisa, 2017)]. According to Siagian (2012), motivation is a driving power that makes members of an organization willing to devote their skills, energy, and time to organizational activities. Maslow, as cited in Hasibuan (2014), suggests that employee motivation is influenced by five hierarchical needs: physiological, safety, social, esteem, and self-actualization. Luthans (2012) defines motivation as a process beginning with a physiological or psychological deficiency that drives goal-oriented behavior, consisting of: Needs – arising from internal imbalances, Drives – efforts to reduce those needs, Incentives – external rewards that fulfill the drive. Conclusion: Motivation is the effort to improve oneself in an activity by using a standard of excellence for comparison, such as previous performance or peer achievement.

Factors Affecting Motivation, according to Widodo (2015), motivation is influenced by: (1) Motivators (Intrinsic Factors): a) Achievement, b) Recognition, c) The nature of the job itself, d) Responsibility, e) Opportunities for development. (2). Hygiene Factors (Extrinsic Factors): a) Salary b) Working conditions c) Organizational policies d) Interpersonal relationships e) Supervision quality f) Job evaluation and performance feedback.

Organizations apply various motivational forms such as: Direction and Control, Effective Work Pattern Design, Motivational Policies (Sastrohadiwiryo, 2005). Motivational Methods (Hasibuan, 2017): Direct Motivation – tangible or intangible rewards (e.g., bonuses, praise), Indirect Motivation – supportive facilities (e.g., comfortable office, modern tools). Motivation is intended to stimulate individuals to act toward organizational goals (Hasibuan, 2017). Principles of Motivation, Pramadhika (2011) outlines key motivational principles: a) Participation – allow involvement in goal setting, b) Communication – provide relevant task information, c) Recognition – acknowledge contributions, d) Delegation of Authority – empower decision-making, e) Reciprocal Attention – respond to employee goals with genuine interest.

Indicators of Work Motivation, based on Maslow (2019), motivation indicators include:

a. Physiological Needs – wages, bonuses, meal and housing benefits
b. Safety Needs – job security, pensions, health and accident insurance
c. Social Needs – interaction, group belonging, love
d. Esteem Needs – recognition from peers and superiors
e. Self-Actualization Needs – challenging work, opportunities for training and development

According to Munandar in Setiawan (2021), motivated employees show discipline, creativity, confidence, resilience under pressure, and high responsibility. Motivation is driven by desire, need, and sometimes fear — where fear of failure pushes individuals to perform better.

Performance

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

Performance refers to the outcomes achieved by an employee in fulfilling assigned responsibilities to meet expected goals. According to Sutrisno (2020), performance is the success of an individual or team in completing tasks in accordance with their roles, responsibilities, and time requirements. Armstrong and Baron in Sedarmayanti (2013) describe performance management as an integrated strategy to achieve sustainable organizational success by improving individual and team capabilities. Mangkunegara (2016) defines it as the qualitative and quantitative work results achieved by employees. Moeheriono (2020) views performance as a reflection of the success of implementing organizational programs. Edison et al. (2018) note that performance is the outcome achieved by both profit-oriented and non-profit organizations over a specific period. Conclusion: Performance is both a process and a result achieved through several stages and indicators. It reflects whether an organization is progressing effectively or stagnating.

Mangkunegara (2016) identifies two main factors: (1) Ability (Knowledge & Skill (2) Motivation. Performance Indicators, Based on Ministerial Regulation PANRB No. 6 of 2022, the "BerAKHLAK" performance dimensions are: a) Service-Oriented: Meeting community needs, Friendly, responsive, reliable, Continuous improvement b) Accountable: Honest, responsible, disciplined, with high integrity, Efficient use of state resources, No abuse of authority, c) Competent: Continuous self-improvement, Helping others learn, High-quality task execution, d) Harmonious: Respect for all backgrounds, Willingness to help, Positive work environment, e) Loyal: Loyalty to the nation, constitution, and leadership, Protecting the organization's reputation, Maintaining confidentiality, f) Adaptive: Quick to adjust to change, Innovative and proactive g) Collaborative: Inclusive collaboration, Open to value-added cooperation, Efficient use of resources, Performance is evaluated on: Quantity, Quality, Timeliness, Cost. According to Suwatno & Priansa (2022), employee performance evaluations not only assess individuals but also guide organizational development. The goal is to identify strengths and weaknesses to support motivation, correct errors, and determine appropriate reward distribution.

Conceptual Framework

The Investment and One-Stop Integrated Services Office (DPMPTSP) of Simalungun Regency serves as a supporting unit of the regional government, led by a department head who is responsible to the regional leader. Its mission is to assist the Regent in managing local governance in the areas of investment and integrated services. The office's vision is: "To establish an electronic-based integrated investment and licensing service system that is easier, faster, more accurate, higher in quality, and more transparent to support a competitive Simalungun Regency." To realize this vision, competent human resources (HR) are essential—employees must have the skills and qualifications aligned with their duties, especially in delivering quality business licensing services based on information and communication technology. This is critical to enhancing investment appeal and simplifying processes for stakeholders. A professional workforce requires: Job analysis – to match roles with the right competencies dan Workload analysis – to ensure efficient task distribution.

Additionally, work motivation plays a vital role in determining employee performance. Low motivation leads to poor performance, making it difficult for underperforming staff to achieve goals. Conversely, highly motivated and satisfied employees tend to work enthusiastically and continually seek performance improvement. According to Sugiyono (2018), a research variable is an attribute or characteristic of people, objects, or activities that varies and is studied by researchers. Independent variables (Sugiyono, 2011) are those that influence or cause changes in the dependent variable.

The study investigates: (1) Whether job analysis (X_1), workload analysis (X_2), and motivation (X_3) collectively influence employee performance (Y). (2) Whether each of these variables individually (partially) affects performance (Y).

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi
https://jurnal.usi.ac.id/index.php/jia

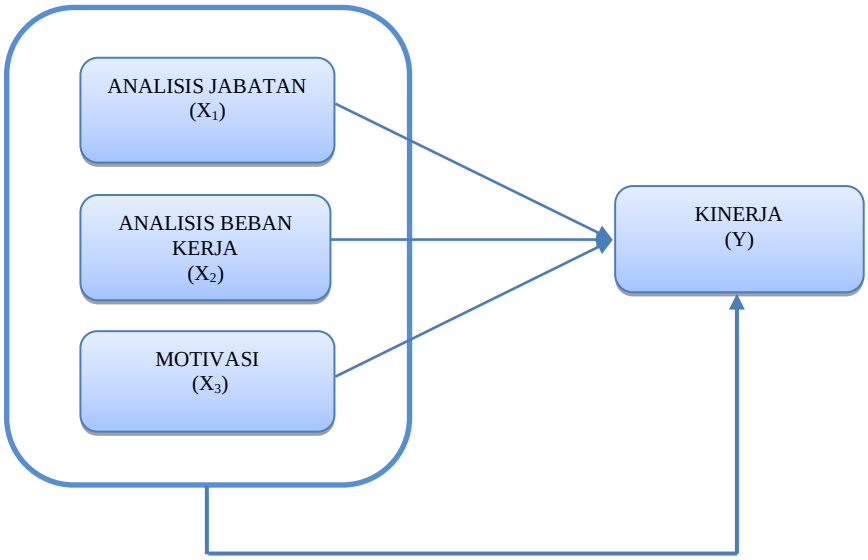

Figure 1. Conceptual Framework

III. RESEARCH METHODOLOGY

Type of Research

This study is explanatory in nature, aiming to explain causal relationships between independent variables (job analysis, workload analysis, and motivation) and the dependent variable (performance) (Nasution et al., 2020). The research uses a quantitative associative approach with a survey method, where data was collected using questionnaires distributed to DPMPTSP employees. The data was analyzed using multiple linear regression with a cross-sectional design, which observes subjects at a single point in time (Sugiyono, 2013). Associative research seeks to identify relationships between two or more variables (Sugiyono, 2017). Quantitative data involves numerical values, and regression analysis is used to examine the influence of independent variables on the dependent variable

Population and Sample

Population refers to the entire group of objects or subjects with specific qualities defined by the researcher for study and conclusion drawing (Sugiyono, 2018; Tarjo, 2019). The population in this study includes all 52 employees of the DPMPTSP Simalungun. A sample is a subset of the population that reflects its characteristics. This study uses probability sampling through saturated sampling, meaning all population members are used as the sample due to the small population size.

Research Variables and Operational Definitions

Operational definitions help describe and measure the variables observed. This study includes two types of variables:

Table 1. Variables and Operational Definitions

Variable	Definition	Indicators	Scale
Job Analysis (X_1)	A systematic process of gathering and compiling job data into job information (Regulation PANRB No. 1, 2020)	Job description, qualifications, work results, work tools, responsibilities, authority, work environment	Likert Scale
Workload Analysis (X_2)	Management technique to assess work efficiency and effectiveness based on volume (Regulation PANRB No. 1, 2020)	Time norms, work volume, effective working hours	Likert Scale
Motivation	A psychological drive that influences	Physiological, safety, social, esteem,	Likert

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi
https://jurnal.usi.ac.id/index.php/jia

Variable	Definition	Indicators	Scale
(X_3)	behavior (Bahri & Nisa, 2017); Maslow in Hasibuan, 2014)	self-actualization needs	Scale
Performance (Y)	Output (quality and quantity) based on tasks and responsibilities (Sutrisno, 2020); Mangkunegara, 2016; Edison et al., 2018)	Service orientation, accountability, competence, harmony, loyalty, adaptability, collaboration [(PANRB Regulation No. 6, 2022)]	Likert Scale

Data Sources

Primary Data: Questionnaire responses using closed-ended Likert-scale questions, Secondary Data: Institutional reports, literature, regulations, and previous research. Data Collection Methods, Questionnaires: (1) Distributed to employees using Likert scale (1 = strongly disagree, 5 = strongly agree), (2) Observation: Directly at the DPMPTSP office, (3) Documentation: From official institutional records, (4) Interviews: Conducted with staff members for additional insights.

Instrument Testing

Validity Test, used to verify whether questionnaire items accurately measure what they are intended to. A Pearson correlation via SPSS is applied: Valid if r_calculated > r_table and p-value < 0.05 (Sugiyono, 2021), Reliability Test, Assesses consistency of the instrument. Reliability is confirmed if Cronbach's Alpha > 0.60 (Ghozali, 2016)

Data Analysis Techniques

Classical Assumption Tests (Gujarati, 2004), Ensure linear regression assumptions are met: (1) Normality: Kolmogorov-Smirnov test. Data is normal if $p > 0.05$ (Sugiyono, 2017), (2) Multicollinearity: Checked using VIF (<10) and Tolerance (>0.1) (Ghozali, 2016), (3) Heteroscedasticity: Glejser test; no symptoms if $p > 0.05$

Multiple Linear Regression Analysis, used to test simultaneous and partial effects. The regression model is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:
Y = Performance
X_1 = Job Analysis
X_2 = Workload Analysis
X_3 = Motivation
a = Constant
b_1, b_2, b_3 = Coefficients
e = Error term

Responses are scored using:
Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Hypothesis Testing

1. Simultaneous Test (F-Test), Decision rule: If F_calculated > F_table, reject H_0 (accept H_1) at $\alpha = 0.05$
2. Partial Test (T-Test), Evaluates individual effect of each X on Y: If t_calculated > t_table, H_0 is rejected, meaning the variable significantly affects performance
3. Coefficient of Determination (R^2), Assesses how well independent variables explain the dependent variable: R^2 ranges from 0% (no explanation) to 100% (perfect explanation)

IV. RESULT AND DISCUSSION

Results

Respondent Characteristics

To identify respondent characteristics, three questions were included in the questionnaire. After collecting the responses, the classification of respondents is summarized as follows:

Table 2. Number of Respondents by Gender

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi
https://jurnal.usi.ac.id/index.php/jia

No	Gender	Number	Percentage
1	Male	26	50%
2	Female	26	50%
	Total	**52**	**100%**

Source: Primary Data Processed, 2025

From the table above, it can be seen that based on gender, the total number of employees at the Investment and One-Stop Integrated Services Office of Simalungun Regency is 52 people, with 26 male respondents (50%) and 26 female respondents (50%)

Table 3. Number of Respondents by Education Level

No	Education Level	Number	Percentage
1	High School	9	17%
2	Diploma	6	12%
3	Bachelor's (S1)	32	62%
4	Master's (S2)	5	10%
	Total	**52**	**100%**

Source: Primary Data Processed, 2025

From the table above, it is evident that most respondents have a bachelor's degree (32 people or 62%), followed by 9 with a high school diploma (17%), 6 with a diploma degree (12%), and 5 with a master's degree (10%).

Table 4. Number of Respondents by Age Group

No	Age Group	Number	Percentage
1	25–33 years	11	21%
2	34–42 years	10	19%
3	43–51 years	20	38%
4	52–60 years	11	21%
	Total	**52**	**100%**

Source: Primary Data Processed, 2025

From the table above, the majority of respondents are in the 43–51 year age group (20 people or 38%), followed by 11 respondents each (21%) in the 25–33 and 52–60 year groups, and 10 respondents (19%) in the 34–42 year group.

Descriptive Variables

Descriptive analysis aims to illustrate respondent tendencies for each indicator forming the research variables: Job Analysis, Workload Analysis, Motivation, and Employee Performance. Data were collected via questionnaires using a five-point Likert scale (Strongly Disagree to Strongly Agree). The average scores (means) indicate the level of agreement, with higher means reflecting more positive perceptions.

Job Analysis Variable

The average scores for Job Analysis indicators ranged from 3.90 to 4.29, indicating positive perceptions from respondents. Highest agreement (mean = 4.29): 50% of respondents strongly agreed that job descriptions (duties, responsibilities, obligations) were clearly defined. Most agreed statement (71%): Respondents agreed that work output is assessed based on performance targets aligned with job responsibilities. Lowest agreement (19% disagreed): Some respondents felt their job roles did not match their educational background. A small minority (4%) strongly disagreed that job analysis helped them understand necessary work skills.

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

Workload Analysis Variable

Highest average (mean = 4.19): Respondents strongly agreed that job grades match workload. 75% agreed that workload analysis supports fair task distribution. However, 50% disagreed that assigned tasks were excessive, and 21% disagreed that work volume affects quality. One respondent strongly disagreed about being able to complete tasks on time. Conclusion: While workload is generally well-balanced, some concerns remain about overburden and its impact on performance.

Motivation Variable

Highest agreement (mean = 4.33): 46% strongly agreed they received job safety and health benefits. 73% agreed their efforts and achievements were recognized, though 6% disagreed. 27% were less agreeable on opportunities for self-development. One respondent strongly disagreed with statements about positive work relationships and growth opportunities.

Highest agreement (mean = 4.33): 37% strongly agreed they adapted well to changes and coordinated effectively with colleagues. 83% agreed that job quality met expected standards. Some respondents (8%) disagreed with being consistently responsible or collaborative. A small portion (4%) disagreed with organizational commitment, and 2% strongly disagreed.

Results of Research Instrument Testing

Before conducting the analysis to determine the effect of Job Analysis, Workload Analysis, and Motivation on Performance, the data collected through questionnaires from 52 respondents were first tested for validity and reliability. This was done for all statements using the Cronbach's Alpha method through scale analysis in SPSS version 27.0. The results were then compared with the Corrected Item-Total Correlation values to assess the correlation between each item and the total score.

Validity Test Results

Job Analysis Variable

The validity test results for the job analysis questionnaire variable are as follows:

Table 5. Results of Job Analysis Validity Test

Item	r-count	r-table (N=52)	Remark
P1	0,834	0,273	Valid
P2	0,589	0,273	Valid
P3	0,87	0,273	Valid
P4	0,81	0,273	Valid
P5	0,795	0,273	Valid
P6	0,784	0,273	Valid
P7	0,863	0,273	Valid
P8	0,812	0,273	Valid
P9	0,736	0,273	Valid

Source: Processed Primary Data, 2025

Based on the validity test results in the table above, it is known that the value of r-count > r-table (r-count > 0.273). Therefore, it can be concluded that all question items for the Job Analysis variable are declared valid.

Workload Analysis Variable

The results of the validity test for the workload analysis variable questionnaire are as follows:

Table 6. Results of Workload Analysis Validity Test

Item	r-count	r-table (N=52)	Remark
P1	0,593	0,273	Valid
P2	0,683	0,273	Valid
P3	0,66	0,273	Valid
P4	0,771	0,273	Valid
P5	0,649	0,273	Valid

Source: Processed Primary Data, 2025

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

Based on the validity test results in the table above, it is known that the value of r-count > r-table (r-count > 0.273). Therefore, it can be concluded that all question items for the Workload Analysis variable are declared valid.

Motivation Variable

The results of the validity test for the motivation variable questionnaire are as follows:

Table 7. Results of Motivation Validity Test

Item		r-count	r-table (N=52)	Remark
P1		0,619	0,273	Valid
P2		0,703	0,273	Valid
P3		0,809	0,273	Valid
P4		0,87	0,273	Valid
P5		0,719	0,273	Valid

Source: Processed Primary Data, 2025

Based on the validity test results in the table above, it is known that the value of r-count > r-table (r-count > 0.273). Therefore, it can be concluded that all question items for the Motivation variable are declared valid.

Performance Variable

The results of the validity test for the performance variable questionnaire are as follows:

Table 8. Results of Performance Validity Test

Item	r-count	r-table (N=52)	Remark
P1	0,751	0,273	Valid
P2	0,82	0,273	Valid
P3	0,768	0,273	Valid
P4	0,762	0,273	Valid
P5	0,834	0,273	Valid
P6	0,816	0,273	Valid
P7	0,844	0,273	Valid

Source: Processed Primary Data, 2025

Based on the validity test results in the table above, it is known that the value of r-count > r-table (r-count > 0.273). Therefore, it can be concluded that all question items for the Performance variable are declared valid.

Reliability Test Results

A questionnaire is considered reliable if a person's responses to the questions are consistent or stable over time. A variable is deemed reliable if the Cronbach's Alpha value > 0.60 (Ghozali, 2016).

Table 9. Reliability Test Results

Variable	*Cronbach's Alpha*	Remark
Job Analysis	0.921	Reliable
Workload Analysis	0.670	Reliable
Motivation	0.797	Reliable
Employee Performance	0.900	Reliable

Source: Processed Primary Data, 2025

The table above shows that all variables in this study have a Cronbach's Alpha value > 0.60. Therefore, it can be concluded that the Job Analysis, Workload Analysis, Motivation, and Employee Performance variables have reliable and dependable question items.

Classical Assumption Test Results

Normality Test Results

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi
https://jurnal.usi.ac.id/index.php/jia

In this study, the normality test was carried out using the One Sample Kolmogorov-Smirnov Test. This test indicates whether the residuals are normally distributed. If the p-value > 0.05, the data is considered normally distributed.

Table 10. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		52
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.51640922
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.044
Test Statistic		.065
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Processed Primary Data, 2025

Based on the normality test results in the table above, the Asymp. Sig (2-tailed) value is 0.200, which is greater than 0.05. Therefore, it can be concluded that the residuals are normally distributed, and the analysis can proceed using multiple linear regression.

Multicollinearity Test Results

Conversely, if VIF < 10 and Tolerance > 0.1, multicollinearity is not present.

Table 11. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.806	1.983		2.423	.019		
	Analisis Jabatan	.232	.092	.367	2.532	.015	.207	4.825
	Analisis Beban Kerja	.379	.161	.257	2.353	.023	.365	2.739
	Motivasi	.416	.183	.326	2.272	.028	.212	4.716

a. Dependent Variable: Kinerja Pegawai

Source: Processed Primary Data, 2025

Based on the analysis results in the table above:

a. The Tolerance and VIF values for the Job Analysis variable (X_1) are 0.207 and 4.825, respectively.
b. The Tolerance and VIF values for the Workload Analysis variable (X_2) are 0.365 and 2.739, respectively.
c. The Tolerance and VIF values for the Motivation variable (X_3) are 0.212 and 4.716, respectively.

All Tolerance values are greater than 0.1 and all VIF values are less than 10. Thus, it can be concluded that no multicollinearity issue exists in the model.

Heteroscedasticity Test Results

The heteroscedasticity test in this study was conducted to determine whether the residuals have constant variance, which is a characteristic of good data. This test was conducted using Glejser's test.

Table 12. Heteroscedasticity Test Results

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi
https://jurnal.usi.ac.id/index.php/jia

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.327	1.085		1.223	.227
	Analisis Jabatan	.071	.050	.438	1.411	.165
	Analisis Beban Kerja	-.061	.088	-.161	-.689	.494
	Motivasi	-.073	.100	-.225	-.732	.468

a. Dependent Variable: abs_residual

Source: Processed Primary Data, 2025

Based on the heteroscedasticity test results in Table 12:
a. The significance value for the Job Analysis variable (X1) is 0.165
b. The significance value for the Workload Analysis variable (X2) is 0.494
c. The significance value for the Motivation variable (X3) is 0.468

All significance values are greater than 0.05 (sig > 0.05), therefore it can be concluded that no heteroscedasticity symptoms are present in this study.

Multiple Linear Regression Analysis Results

The normality test confirmed that the data is normally distributed, fulfilling a key requirement for applying multiple linear regression. This method was used to examine the influence of three independent variables—job analysis, workload analysis, and motivation—on the employee performance. The goal was to identify significant relationships and assess each variable's contribution to performance prediction. Results are presented in Table 13

Table 13. Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.806	1.983		2.423	.019
	Analisis Jabatan	.232	.092	.367	2.532	.015
	Analisis Beban Kerja	.379	.161	.257	2.353	.023
	Motivasi	.416	.183	.326	2.272	.028

a. Dependent Variable: Kinerja Pegawai

Source: Processed Primary Data, 2025

Based on data analysis using SPSS version 27, the resulting regression equation is:

$$Y = 4.806 + 0.232X_1 + 0.379X_2 + 0.416X_3 + e$$

Explanation of the regression equation:
a. The constant value of 4.806 represents the condition when the employee performance variable is not influenced by the variables of job analysis, workload analysis, and motivation. This means that if the independent variables have no effect, the employee performance remains unchanged with a score of 4.806.
b. The regression coefficient for job analysis (X_1) is 0.232, indicating a positive effect. For every one-unit increase in job analysis, employee performance increases by 0.232, assuming other variables remain constant.
c. The regression coefficient for workload analysis (X_2) is 0.379, indicating a positive effect. For every one-unit increase in workload analysis, employee performance increases by 0.379, assuming other variables remain constant.

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi
https://jurnal.usi.ac.id/index.php/jia

d. The regression coefficient for motivation (X_3) is 0.416, indicating a positive effect. For every one-unit increase in motivation, employee performance increases by 0.416, assuming other variables remain constant.

Hypothesis Testing

Simultaneous Test (F-test)

The simultaneous hypothesis test is conducted using the F-test by comparing the F-calculated value with the F-table value, based on the following criteria:

If $F_h < F_t$, then H_0 is accepted

If $F_h > F_t$, then H_0 is rejected (H_1 is accepted)

With $df_1 = k = 3$, $df_2 = N – k – 1 = 52 – 3 – 1 = 48$, the F-table value at $\alpha = 0.05$ is 2.798. The F-test results are shown below:

Table 14. Simultaneous Test Results (ANOVA)

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	443.803	3	147.934	60.549	.000[b]
	Residual	117.274	48	2.443		
	Total	561.077	51			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Motivation, Workload Analysis, Job Analysis						

Source: Processed Primary Data, 2025

Based on the results above, the F-calculated value is 60.549, which is greater than F-table (2.798), and the significance value is 0.000, which is less than 0.05 ($p < 0.05$). Therefore, it can be concluded that job analysis, workload analysis, and motivation simultaneously have a significant positive effect on the performance of employees at the Investment and One-Stop Integrated Services Office of Simalungun Regency.

Partial Test (t-test)

The partial test is used to determine how each independent variable individually affects the dependent variable. df = 52 – 3 – 1 = 48, the t-table value at $\alpha = 0.05$ is 2.011. The partial test results are presented in Table 15.

Table 15. Partial Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.806	1.983		2.423	.019
	Analisis Jabatan	.232	.092	.367	2.532	.015
	Analisis Beban Kerja	.379	.161	.257	2.353	.023
	Motivasi	.416	.183	.326	2.272	.028

a. Dependent Variable: Kinerja Pegawai

Source: Processed Primary Data, 2025

Explanation of the analysis results:

a. For the job analysis variable, the t-calculated value is 2.532 > 2.011, and the significance value is 0.015 < 0.05, so job analysis has a significant and positive partial effect on employee performance.
b. For the workload analysis variable, the t-calculated value is 2.353 > 2.011, and the significance value is 0.023 < 0.05, so workload analysis has a significant and positive partial effect on employee performance.
c. For the motivation variable, the t-calculated value is 2.272 > 2.011, and the significance value is 0.028 < 0.05, so motivation has a significant and positive partial effect on employee performance.

Coefficient of Determination Test (R^2)

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818
Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

To determine the extent to which job analysis, workload analysis, and motivation affect employee performance, the R Square (R^2) test is used. The closer R^2 is to 1, the greater the influence of the independent variables.

Table 16. Coefficient of Determination Results (Model Summary)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.889[a]	.791	.778	1.563
a. Predictors: (Constant), Motivation, Workload Analysis, Job Analysis				

Source: Processed Primary Data, 2025

Based on Table 16, the coefficient of determination (R^2) is 0.791, which means that 79.1% of the variation in employee performance can be explained by the variables of job analysis, workload analysis, and motivation. The remaining 20.9% is influenced by other factors not examined in this study, such as leadership style, positive organizational culture, or employee competencies.

DISCUSSION

The Simultaneous Effect of Job Analysis, Workload Analysis, and Motivation on Employee Performance

The F-test result showed a value of 60.549 with a significance level of 0.000 (< 0.05), indicating that Job Analysis, Workload Analysis, and Motivation significantly affect employee performance simultaneously at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Simalungun Regency. This supports the regression model's validity for prediction and analysis.

This aligns with theories suggesting performance is influenced by both organizational and individual factors: (a) Job analysis helps define roles clearly (Werther & Davis, 1996), (b) Proportional workload reduces stress and increases task completion efficiency (Handoko, 2001), (c) Motivation drives employees to be more effective (Robbins & Judge, 2019). Improving all three variables simultaneously is essential to maximize performance.

The Effect of Job Analysis on Performance

The regression coefficient for Job Analysis was 0., where workload analysis influenced employee efficiency. Respondents perceived their job class and workload volume as appropriate (mean scores: 4.19 and 4.17). These perceptions reflect fair task distribution and align with [(Sutrisno, 2016)] and [(Sedarmayanti, 2017)], emphasizing balancing workload with employee capacity. However, a lower mean score (3.19) indicated some employees feel overburdened. This suggests workload analysis should be continuously evaluated to remain effective and avoid declining performance quality.

The Effect of Motivation on Performance

The regression coefficient for Motivation was 0.416, with t = 2.272 > t-table = 1.677 and p = 0.028 < 0.05, confirming a significant positive effect on employee performance. This result is consistent with findings from [(Suparman et al., 2023)] and [(Susanti, 2022)] on the positive impact of motivation on performance. Field data showed motivation levels were high (mean > 3.50). The most influential factor was job security, supporting Herzberg's Two-Factor Theory [(Hasibuan, 2019)] regarding hygiene factors. However, the lowest score related to opportunities for self-development, indicating room for improvement. This aligns with Herzberg's motivation factors, including growth, recognition, and achievement [(Mangkunegara, 2017)]. In conclusion, employee motivation is high but could be further enhanced, especially in self-development and recognition, to sustain its positive impact on performance.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the research findings and discussion in the previous chapters, the following conclusions can be drawn:

1. Job Analysis, Workload Analysis, and Motivation simultaneously have a significant positive effect on employee performance at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Simalungun Regency. This shows that performance improvement depends on the combination of clear job systems, proportional workloads, and strong work motivation.
2. Job Analysis has the most dominant and significant positive effect on employee performance. The clearer the task descriptions, responsibilities, and job qualifications, the higher the employee performance. Improving job analysis systems will have the greatest impact.
3. Workload Analysis has a significant positive effect on performance. Workloads that align with employee abilities, skills, and capacity improve productivity and help ensure tasks are completed efficiently and on time.
4. Motivation also has a significant positive effect on employee performance. Higher internal and external motivation—such as recognition, rewards, and job satisfaction—leads to better work outcomes.

Recommendations

Based on the research, the following suggestions are offered:

1. For the Simalungun Regency Government: Provide technical guidelines and training on job and workload analysis for all departments, and offer budgetary and policy support to improve employee welfare and motivation.
2. For the Head of DPMPTSP Simalungun: Ensure job descriptions and specifications are clear, accurate, and regularly updated; evaluate workloads routinely and distribute tasks fairly based on employee capacity; enhance motivation by offering rewards, career development opportunities, and a supportive work environment.
3. For Employees: Actively engage in self-development through training and independent learning to align with job demands; communicate workload issues openly with supervisors; foster internal motivation by setting personal work goals and celebrating small achievements.
4. For Future Researchers: Consider exploring other variables that may influence performance, such as leadership style, organizational culture, or employee competencies, to enrich the existing dimensions and indicators used in performance-related studies.

REFERENCES

Alimuddin, U., Razak, M., & Alam, S. (2020). Pengaruh Kompensasi, Lingkungan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Perkebunan Provinsi Sulawesi Selatan. Jurnal Magister Manajemen Nobel Indonesia, 1(2), 209–218.

Anwar, H., & Afna, N. (2022). Analisis Beban Kerja dan Motivasi Kerja terhadap Kinerja Karyawan pada PT . PLN (Persero) UP3 Banjarmasin. 1(2), 72–81.

Arifin, N. (2019). Manajemen Sumber Daya Manusia. UNISNU Press, Jepara.

Armstrong, M. (2009). Panduan Praktis Manajemen Sumber Daya Manusia. Erlangga, Jakarta.

Arsyad, Badaruddin, Oktaviani, & Ririn, A. (2024). Pengaruh analisis jabatan, motivasi, dan disiplin kerja terhadap kinerja pegawai tenaga kependidikan sekolah tinggi agama islam negeri majene. 2(1), 1–12.

Bahri, S., & Nisa, Y. C. (2017). Pengaruh pengembangan karir dan motivasi kerja terhadap kepuasan kerja karyawan. Jurnal Ilmiah Manajemen Dan Bisnis, 18(1), 9–15.

Billik, M. A. M., FoEh, E. H. . john, Niha, S. S., & Perseveranda, M. E. (2023). Pengaruh Analisis Jabatan, Beban Kerja dan Kompetensi Terhadap kinerja Pegawai Melalui Kepuasan Kerja sebagai Variabel Mediasi (Suatu Kajian Studi Literatur Manajemen Sumber Daya Manusia). Jurnal Ilmu Manajemen Terapan, 4(4), 547–556. https://dinastirev.org/JEMSI/article/view/1326

Budianto, E., Sanosra, A., Martini G, N. N. P., & Qomariah, N. (2023). Peran Analisis Jabatan, Evaluasi Jabatan dan Motivasi dalam Meningkatkan Kinerja Pegawai. BUDGETING : Journal of Business, Management and Accounting, 5(1), 142–154. https://doi.org/10.31539/budgeting.v5i1.8064

Daft, R. L. (2014). Era Baru Manajemen (Edisi 2). Salemba Empat, Jakarta.
Daryanto, B. dan. (2017). Manajemen Penilaian Kinerja Karyawan (Cetakan 1). Gava Media, Yogyakarta.
Dessler, G. (2007). Manajemen Sumber Daya Manusia (Edisi 10). Indeks, Jakarta.
Dessler, G. (2013). Manajemen Sumber Daya Manusia (Edisi 12). Prenadamedia Group, Jakarta.
Dessler, G. (2015). Manajemen Sumber Daya Manusia. Salemba Empat, Jakarta.
Didik Haryanto. (2021). Pengaruh Analisis Jabatan, Analisis Beban Kerja Dan Kompetensi Terhadap Kinerja Aparatur Sipil Negara (Asn) Pada Sekretariat Daerah Kabupaten Balangan Provinsi Kalimantan Selatan. Kindai, 17(3), 325–346. https://doi.org/10.35972/kindai.v3i17.618
Edison, E., Anwar, Y., & Komariyah, I. (2018). Manajemen Sumber Daya Manusia (Edisi Revi). Alfabeta, Bandung.
Fristy, A. M. (2022). Pengaruh Beban Kerja Terhadap Kinerja Karyawan PT. JNE Pekanbaru. Sains Akuntansi Dan Keuangan, 1(2), 91–97. https://sak.akademimanajemen.or.id/
George, R. T. & L. W. (2010). Dasar-Dasar Manajemen. Bumi Aksara, Jakarta.
Ghozali, I. (2016). Aplikasi analisis multivariete dengan program IBM SPSS 23. Badan Penerbit Universitas Diponegoro, Semarang.
Gomes, F. (2003). Manajemen Sumber Daya Manusia. Andi, Yogyakarta.
Gujarati, D. N. (2004). Basic Econometrics (4th Editio). McGraw-Hill Companies.
Handoko. (n.d.). Manajemen Personalia dan Sumber Daya Manusia. BPFE, Yogyakarta.
Hasibuan, M. S. (2014). Manajemen Sumber Daya Manusia. Bumi Aksara, Jakarta.
Hasibuan, M. S. (2017). Manajemen Sumber Daya Manusia (Edisi Revi). Bumi Aksara, Jakarta.
Hasibuan, M. S. (2019). Manajemen Sumber Daya manusia. Bumi Aksara, Jakarta.
Kharie, A. R., Sendow, G. M., & Dotulong, L. O. (2019). Pengaruh Analisis Jabatan, Disiplin Kerja Dan Beban Kerja Terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia (Persero) Tbk Kantor Cabang Ternate. 7(1), 141–150.
Koesomowidjojo, S. (2017). Balance Scorecard: Model Pengukuran Kinerja Organisasi dengan Empat Perspektif. Raih Asa Sukses, Jakarta.
Komaruddin. (2011). Manajemen Sumber Daya Manusia. Rineka Cipta, Jakarta.
Luthans, F. (2012). Perilaku Organisasi (Edisi 10). Salemba Empat, Jakarta.
Mangkunegara, A. P. (2016). Manajemen Sumber Daya Manusia Perusahaan. Remaja Rosdakarya, Bandung.
Mangkunegara, A. P. (2017). Manajemen Sumber Daya Manusia Perusahaan. Remaja Rosdakarya, Bandung.
Marwansyah. (2010). Manajemen Sumber Daya Manusia (Edisi Kedua). Alfabeta, Bandung.
Maslow, A. (2019). Motivasi dan Kepribadian (N. Imam (ed.); Penerjemah. Rajawali Press, Jakarta.
Mathis, R. L., & Jackson, J. . (2006). Human Resource Management (11th Editi). Thomson South-Western.
Moeheriono. (2020). Pengukuran Kinerja Berbasis Kompetensi (Edisi Revi). Raja Grafindo Persada, Jakarta.
Moekijat. (2021). Analisis Jabatan. Mandar Maju, Bandung.
Nasution, M. I., Fahmi, M., & Prayogi, M. A. (2020). The quality of small and medium enterprises performance using the structural equation model-part least square (SEM-PLS). Journal of Physics: Conference Series, 1477(5), 52052.
Ningrum, D. S., & Yanuarti, M. (2024). Jurnal Ilmiah Swara MaNajemen (Swara Mahasiswa Manajemen). 4(2), 365–378. https://doi.org/10.32493/jism.v4i2
Nugroho, D. A. (2017). Pengantar Manajemen untuk Organisasi Bisnis, Publik dan Nirlaba. Universitas Brawijaya Press.
Nurmadhani, F. S. (2020). Dasar-Dasar Manajemen Teori Tujuan dan Fungsi. Yayasan Kita Menulis.
Ohorela, M. (2021). Pengaruh Beban Kerja Terhadap Kinerja Karyawan Pada Pt Bank Rakyat Indonesia Cabang Jayapura. Jurnal Ekonomi & Bisnis, 12(1), 127–133.

Peraturan Bupati Simalungun Nomor 22 Tahun 2023 Tentang Kedudukan, Susunan Organisasi, Tugas Dan Fungsi Serta Tata Kerja Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu.

Peraturan Menteri PANRB No. 1 Tahun 2020 Tentang Pedoman Analisis Jabatan Dan Analisis Beban Kerja, 1.

Peraturan Menteri PANRB Nomor 6 Tahun 2022 Tentang Pengelolaan Kinerja Aparatur Sipil Negara, 155 Berita Negara Republik Indonesia 1 (2022).

Peraturan Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia Nomor 1 Tahun 2020 Tentang Pedoman Analisis Jabatan Dan Analisis Beban Kerja. https://peraturan.bpk.go.id/Details/143660/permen-pan-rb-no-1-tahun-2020

Peraturan Presiden (PERPRES) Nomor 21 Tahun 2023 Tentang Hari Kerja Dan Jam Kerja Instansi Pemerintah Dan Pegawai Aparatur Sipil Negara, 10 Arsipjdih.Jatimprov.Go.Id 279 (2021).

Pramadhika, A. (2011). Motivasi Kerja Dalam Islam. Jurnal Motivasi Kerja, 6.

Putri, M. M., & Heliyani. (2024). Analisis Jabatan Dan Analisis Beban Kerja Terhadap Kinerja Dengan Worklife Balance Sebagai Variabel Moderasi. 13, 2–7. https://doi.org/10.35134/ekobistek.v13i3.799

Rizman. (2022). Pengaruh analisis jabatan, analisis beban kerja dan kompetensi terhadap kinerja Aparatur Sipil Negara pada Sekretariat Daerah. Journal GEEJ, 7(2).

Robbins, S. P., & Judge, A. T. A. (2019). Organizational Behavior. 18th Edition. New York City, NY. USA: Pearson.

Sangadji, E. M., & Sopiah. (2010). Metodologi Penelitian: Pendekatan Praktis Dalam Penelitian. Andi, Yogyakarta.

Sastrohadiwiryo, S. (2005). Manajemen Tenaga Kerja Indonesia:Pendekatan Administratif dan Operasional. Bumi Aksara, Jakarta.

Sedarmayanti. (2013). Manajemen Sumber Daya Manusia. Refika Aditama, Bandung.

Sedarmayanti. (2017). Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Refika Aditama, Bandung.

Setiawan, N. (2021). Determinasi motivasi kerja dan kinerja pegawai: total quality management dan gaya kepemimpinan (literature review manajemen sumberdaya manusia). Jurnal Ilmu Hukum, Humaniora Dan Politik, 1(3), 372–239.

Siagian, S. P. (2012). Teori Motivasi dan Aplikasinya (Edisi 1). Rineka Cipta, Jakarta.

Sugiyono. (2013). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Alfabeta, Bandung.

Sugiyono. (2014). Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif dan R&D. Alfabeta, Bandung.

Sugiyono. (2017). Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif dan R&D. Alfabeta, Bandung.

Sugiyono. (2018). Metode Penelitian Kuantitatif. Alfabeta, Bandung.

Sugiyono. (2019). Statistika Untuk Penelitian. Alfabeta, Bandung.

Suparman, D. R., Jajang, D., & Wahyudin, S. H. G. (2023). Pengaruh Motivasi terhadap Kinerja Karyawan Perusahaan PT Bekaert Indonesia Karawang.Bisma: Jurnal Manajemen, 9(1), 47–53. https://doi.org/10.23887/bjm.v9i1.51314

Susanti, N. (2022). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Napolly Sentul Bogor. 106. https://eprints.unpak.ac.id/5401/

Sutrisno, E. (2016). Manajemen Sumber Daya Manusia. Kencana, Jakarta.

Sutrisno, E. (2019). Manajemen Sumber Daya Manusia. Prenadamedia Group, Jakarta.

Sutrisno, E. (2020). Manajemen Sumber Daya Manusia. Kencana, Jakarta.

Suwatno, & Priansa, D. J. (2022). Manajemen SDM dalam Organisasi Publik dan Bisnis. Alfabeta, Bandung.

Tanumihardjo, S., Hakim, A., & Noor, I. (2017). Pengaruh Analisis Jabatan Terhadap Kinerja Pegawai. Jurnal Administrasi Publik, 1(6), 1114–1122.

Tarjo. (2019). Metode Penelitian. CV. Budi Utama.

Widodo, E. (2015). Manajemen Sumber Daya Manusia. Pustaka Belajar, Jakarta.

VOLUME 7 No 1 Mei 2025
E – ISSN: 2620 – 5815
DOI: 10.36985/p56h4818

Jurnal Ilmiah AccUsi https://jurnal.usi.ac.id/index.php/jia

Wiranda, A., & Johanes Wilfrid Pangihutan Purba. (2020). Pengaruh Pelaksanaan Analisa Jabatan (Anjab) Yang Tepat Terhadap Peningkatan Kinerja Pegawai Pada Dinas Pariwisata Kota Pematangsiantar. Manajemen : Jurnal Ekonomi, 2(1), 31–39. https://doi.org/10.36985/manajemen.v2i1.341

Yusnita, S. (2021). Pengaruh Analisis Jabatan dan Analisis Beban Kerja serta Motivasi Kerja terhadap Kinerja Pegawai Negeri Sipil pada Dinas Pendidikan Kota Pematangsiantar. Universitas Simalungun.