

Volume: 5  
 Number: 3  
 Page: 427 - 440

#### Article History:

Received: 2025-04-22  
 Revised: 2025-05-10  
 Accepted: 2025-05-27

## THE EFFECT OF MOTIVATION, WORKLOAD AND COMPENSATION ON THE PERFORMANCE OF NON-CIVIL SERVANT EMPLOYEES OF GANESHA EDUCATION UNIVERSITY

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#### Abstract:

This study aims to analyze the effect of motivation, workload, and compensation on the performance of non-civil Servant (PNS) employees at the Ganesha University of Education. Non-PNS employees have an important role in supporting university operations. Therefore, it is important to understand the factors that affect their performance. This study uses a quantitative approach to the survey method. Data was obtained by distributing questionnaires to 189 non-PNS employees at the Ganesha University of Education. The research sample consisted of non-PNS employees who had various positions and responsibilities in various work units at the university. The results of the data analysis show that motivation, workload, and compensation have a significant effect on the performance of non-PNS employees at the Ganesha University of Education. The motivation of non-PNS employees has a positive influence on employee performance, where employees who have high motivation tend to show better performance. Meanwhile, workload has a negative effect on the performance of non-PNS Undiksha employees. The higher the workload given, the employee's performance tends to decrease. The results of this study have important implications for the management of the Ganesha University of Education in improving the performance of non-PNS employees. The leadership of the staffing department at the Ganesha University of Education needs to pay attention to and increase employee motivation by providing recognition, rewards and career development opportunities.

**Keywords:** Motivation, Workload, Compensation, Performance

## INTRODUCTION

Ganesha University of Education (Undiksha), one of the largest universities in North Bali, is an institution that has the duty and responsibility to educate and produce superior generations. Where Ganesha University of Education has a vision of becoming a superior university based on the Tri Hita Karana philosophy in Asia by 2045. Realizing the vision of being based on the Tri Hita Karana philosophy requires human resources who can work effectively and efficiently in facing global challenges. Undiksha plays an important role in providing educational services. Undiksha, in carrying out its duties and responsibilities as an educational institution, cannot be separated from applicable regulations and university performance with the aim of becoming a leading university ([www.undiksha.ac.id](http://www.undiksha.ac.id)).

Ganesha University of Education, as a leading state university, has always fought to be able to realize its vision quickly. Undiksha's struggle has paid off by making various achievements in the process of measuring high university performance. The Undiksha academic community has also achieved various achievements and competition awards. All of these achievements are certainly



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inseparable from the hard work and smart work of the entire Undiksha academic community. It is a real commitment of the entire community to work together to realize Undiksha's vision. Ratings and awards are not the main goal for Undiksha, but the most important thing is how the process is always to improve the quality of performance together. A number of performance achievements obtained by Undiksha include the National Accreditation Board for Higher Education (BAN-PT), Thursday (21/2) officially the results of the accreditation of the Ganesha University Education institution with A status. This status is stated in the BAN-PT decision No.26 / SK / BAN-PT / Akred / PT / II / 2019. The accreditation declaration was carried out in 2016 and is a commitment of the academic community. The accreditation achievement is an increase in the achievements and performance of all elements of the university so far, so that the university which was previously only accredited B, has increased to achieve A this year.

Based on the evaluation of the Accreditation Body Library, based on Certificate Number 00061/LAP.PT/X.2018, it was determined that the Undiksha Library has successfully achieved Accreditation A. The certificate is valid from October 15, 2018, to October 15, 2023. Undiksha also received international recognition from the international institution Scimago. Scimago Institutions Rankings (SIR) is a combined ranking of institutions based on three different indicators, namely based on performance research (weighting 50 percent), innovation results (weighting 30 percent), and social impact (weighting 20 percent) as measured by web visibility. For performance research, the SIR assessment includes the number of journals, international collaboration, open access, and the number of publications that receive many public citations. For measurement innovation, the assessment includes the total publications cited in patents and the quantity generated from patent applications. Meanwhile, the evaluation of social impact is measured from the number of publication mentions through various social media platforms and the total visits to the institution's website or site.

Undiksha's achievements are inseparable from the support and contribution of the entire academic community of the institution, including employees. The smooth administration and service to students requires the role of employees so that administrative activities at Ganesha University of Education can run smoothly. Undiksha's employees are divided into two, namely civil servant employees and non-civil servant employees, for civil servant recruitment is carried out using the method through government selection while for non-civil servant employees are selected internally by Undiksha.

Based on Undiksha's 2022 personnel data, Undiksha has 578 employees, consisting of 241 civil servants and 337 non-civil servants. In percentage terms, the number of Undiksha civil servant employees is 42%, and non-civil servant employees are 58%. It can be seen that the number of non-civil servant employees is greater than that of civil servant employees. It shows that a large contribution is also obtained from non-civil servant employees. Undiksha's non-civil servant employees are spread across various work units, including employees in charge of field administration, technicians/laboratories, security units (satpam), drivers and park attendants. Based on the results of observations and interviews with some of the human resources of Ganesha University of Education, employee performance has not been fully optimal. The results of the observation showed several problems in various sections, such as the public relations section, which did not know the activities/information in detail, so they could not provide information directly. In the student affairs section, there was a problem with the selection of scholarship recipients, which often did not meet the target, and the realization of scholarship disbursements took a long time. In the academic section, there is a problem with filling out the Study Plan Card (KRS) service, which is



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often problematic and delayed due to the unpreparedness of the server and the service from the staff on duty. This problem has occurred for a long time, even in almost every period of the student's KRS, with the pretext of server downtime; the management of important files is also an urgent problem related to employee performance. Archives of urgent documents for the form of accreditation of study programs and institutions are sometimes difficult to find, causing other new problems. These things indicate that employees are not yet sufficiently prepared to carry out their duties and that the answers given are not sufficient. In other words, employee performance is still not optimal.

The results of interviews with a number of students and lecturers as users of the work results of non-PNS employees showed dissatisfaction with employee performance such as cleanliness issues, IT services, and class inventory maintenance. It happens because each individual has personality characteristics that affect individual motivation and performance. Improving company performance can be done by motivating employees and providing compensation that is in accordance with the employee's abilities to trigger an increase in employee performance. According to Hasibuan (2017: 141), motivation is the cause, support, and channel of human behavior so that they are willing to work and are enthusiastic about achieving optimal results. Meanwhile, according to Ratna Saraswati (2015) motivation is the process of explaining the strength, perseverance, and direction of a person in an effort to achieve goals. The source of motivation can come from within oneself or from the leadership. Instructions and motivation are needed and continue to be developed so that the goals of the institution can be achieved. Motivation is necessary so that employees feel happy, healthy and want to come to work. Lack of motivation can have a serious impact on employees with frequent absences or too many absences so that the achievement of company goals and company profits can decrease because employee enthusiasm is low.

Research conducted by Kirya et al (2014) stated that there is an influence of motivation on the performance of employees in the marketing department of PT Adira Finance Singaraja. Another study conducted by Riyadi (2011) stated that there is a positive influence between motivation and employee performance in an East Java manufacturing company. If employee performance evaluations are carried out properly, correctly, and regularly, it will increase employee enthusiasm so that the motivation to work is effective and appropriate. Institutions must consider employee motivation to maximize the internal performance of the institution. Work motivation is the enthusiasm to complete an obligation by spurring a person's inner and outer spirit by using all abilities and skills with the aim of providing performance that is in accordance with the desire to achieve satisfaction (Suhardi, 2019:298). Management must be able to interpret and provide motivation properly, and then the company will get ideal employee performance based on workload. Workload and employee performance are related to each other.

According to (Nabawi, 2019:175), workload is the number of obligations that workers must complete in a particular institution or position within a certain period. The workload can be observed objectively and subjectively. Objectively, workload is seen from how long it takes to complete the work. Subjectively, the workload is a feeling and recognition of the weight of the workload and satisfaction in working. Workload and employee performance are interrelated so that the company can provide work that is in accordance with its field, and the company's goals can be achieved easily and can be implemented. Suppose the company provides a workload that is not in accordance with the skills in working. In that case, it can cause employees to lose motivation and be inactive in working, which has an impact on decreasing employee performance.



The agency is also expected to pay more attention to the workload of each employee and provide work that is in accordance with the field of work, so that it is in accordance with the workload of each employee. Based on the results of a survey conducted by interviewing the Head of the Undiksha Bureau, non-PNS employees work on tasks that are not in accordance with their job descriptions and do work that should be done by other departments, which causes employees to be unmotivated to complete tasks, resulting in inactivity in carrying out obligations. The passive nature of employees can cause the work done to be less than optimal. Therefore, the workload has a major influence and must be considered more so that it is in accordance with individual abilities; this can interfere with employee performance and achievement in the organization.

Paying attention to the workload and motivation of employees, another important thing to improve employee quality is to provide appropriate and measurable work compensation so that it can improve employee performance. Compensation is a payment given by the company because employees have completed their responsibilities for the success of the company and the achievement of company provisions (Dwianto, Purnamasari, & Tukini, 2019: 210). According to Sutrisno, compensation and human resource management (HR) are interrelated because in an employment relationship compensation is a sensitive aspect (Dwianto, 2019: 213). According to Abdullah (2016: 72), compensation is a reward for services to employees because of their contribution to the company so that the company's goals are achieved. While Hasibuan (2017; 118) compensation is all income in the form of money and goods received by employees in return for services provided to the company. Compensation is one of the things that can increase or decrease employee performance, so it needs to be considered by the company. Compensation must have a strong, correct and fair basis so that compensation can be felt and benefit employees, families and the community. Compensation itself aims to motivate to improve performance in the company.

Research conducted by Sudibya et al. (2012) stated that compensation has a significant effect on employee performance in the general professional props department again. It means that an increase in compensation has an impact on increasing performance caused by employees in proportion to what the company gives to employees. At the same time, research by Yensy (2010) and Suwati (2013) showed that Compensation has a significant effect on employee performance in direct proportion between compensation and performance. It means that if compared directly, if compensation decreases, employee performance also experiences assignments, while if compensation increases, employee performance increases; this causes compensation to be the main factor in increasing employee morale.

Undiksha employees are components that support the smooth running and success of tasks and/or activities of other components at Undiksha, namely lecturers and students. The quality and performance of employees as supporting components affect the satisfaction of lecturers, students and the general public who use the services of the employees concerned. Based on interviews conducted with the human resources department at Ganesha University of Education, there were several problems encountered, including Ganesha University of Education having Non-PNS employees who contribute to carrying out various important functions in the institution, such as administration, research, teaching, and academic support. The existence of these Non-PNS employees is important to maintain the smooth operation of the campus. Differences in status and compensation, which means that Non-PNS employees generally have different status and compensation compared to PNS employees. Non-PNS employees often have work contracts with certain time limits and lower compensation compared to PNS employees. This difference can affect their motivation and workload. Motivation of Non-PNS employees: Motivation is an important



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factor in improving employee performance. Non-PNS employees at Ganesha University of Education may face different motivational challenges compared to PNS employees. They may feel less recognized or have less certainty of a stable career, which can affect their motivation and performance. The workload of Non-PNS employees: A high workload can also be a phenomenon among Non-PNS employees at the university. In carrying out their duties, Non-PNS employees often have to face diverse and high-intensity work demands. It can affect the balance between their work and personal lives. Compensation of Non-PNS employees: The compensation given to Non-PNS employees can be an important factor in motivating and retaining these employees. If the compensation given is considered not commensurate with the tasks and responsibilities carried out, this can have a negative impact on their motivation and performance.

### METHODS

This study uses quantitative research. Quantitative research is research based on the philosophy of positivism which is used to study certain populations and samples, using research instruments, and using statistical data analysis (Sugiyono, 2019). Research is also causal quantitative research, namely research that aims to determine the causal relationship between two or more variables. The independent variables used in this study are motivation, workload, and compensation, while the dependent variable used is the performance of non-PNS Undiksha employees. The data is then tested using validity and reliability tests, then a classical assumption test is carried out in the form of a normality test, multicollinearity test, and heteroscedasticity test.

Furthermore, a multiple linear regression analysis test is carried out to answer the problem formulation and test the research hypothesis. All tests were carried out using SPSS version 20. The data is then presented in the form of a report on the results and discussions and interpreted.

### RESULT AND DISCUSSION

The number of questionnaires distributed was 189 questionnaires, with a return rate of 82%, which was 155 questionnaires. Respondents in this study were Non-PNS Undiksha employees. Data collection was carried out by distributing questionnaires and filled in by the employees concerned. The distribution and filling of questionnaires began from March 13 to 31, 2023.

Hypothesis testing was conducted using a multiple linear regression model. The variables studied in this study were Motivation (X1), Workload (X2), Compensation (X3), and Employee Performance (Y). The results of multiple linear regression testing in the form of determination coefficients, F tests, and t-tests can be seen in the following table.

**Table 1.** Determination Coefficient Table

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 <sup>a</sup>	.727	.722	4.593

a. Predictors: (Constant), Compensation (X3), Workload (X2), Work Motivation (X1)

b. Dependent Variable: Employee Performance (Y)

Source: Processed Data, 2023

**Table 2.** F Test Results (Simultaneous)

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8497.853	3	2832.618	134.299	.000 <sup>b</sup>



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Residual	3184.883	151	21.092
Total	11682.735	154	

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Compensation (X3), Workload (X2), Motivation (X1)

Source: Processed Data, 2023

**Table 3. t-Test Results (Partial)**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	25.312	4.922		5.142	.000
Motivation (X1)	.195	.056	.267	3.463	.001
Workload (X2)	-.544	.134	-.296	-4.067	.000
Compensation (X3)	.809	.161	.364	5.009	.000

a. Dependent Variable: Employee Performance (Y)

Source: Processed Data, 2023

**Interpretation of hji t results (Partial).** Partial t-test is conducted to test the influence of each independent variable on the dependent variable. The determination to determine whether the hypothesis is accepted or rejected in this study is by looking at the significance value with the following criteria:

1. If the significance value > 0.05, then the Hypothesis is rejected. It means that the independent variable does not affect the dependent variable.
2. If the significance value < 0.05, then the Hypothesis is accepted. It means that the independent variable affects the dependent variable.

Based on the results of the t-test data in the table, the results can be interpreted as follows:

1. Motivation (X1) has a positive and significant influence on Employee Performance (Y) (significance value 0.001) with a regression coefficient of 0.195. It indicates that Hypothesis 2 (H1) is accepted, that there is an influence of motivation on employee performance.
2. Workload (X2) has a negative and significant influence on Employee Performance (Y) (significance value 0.000) with a regression coefficient of -0.544. It indicates that Hypothesis 2 (H2) is accepted, that there is an influence of workload on employee performance.
3. Compensation (X3) has a positive and significant influence on Employee Performance (Y) (significance value 0.000) with a regression coefficient of 0.809. It indicates that Hypothesis 3 (H3) is accepted, that there is an influence of compensation on employee performance.

**Coefficient of Determination.** The coefficient of determination measures how far the model's ability to explain the variation of the dependent variable. A high coefficient of determination value reflects the ability of the independent variable to explain the variation of the dependent variable. Based on the data in the table, the R Square value obtained is 0.727. It shows that the Motivation (X1), Workload (X2), and Compensation (X3) variables are able to explain 72.7% of the variation of the Employee Performance (Y) variable. Other factors outside the variables studied influence the remaining 27.3%.

**Interpretation of F-test results (Simultaneous).** The F-test basically shows how far the influence of the independent variables on the dependent variables is together (simultaneously). The criteria for decision-making with the F-test can be seen as follows.



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1. Reject H<sub>0</sub> if sig. < 0.05, meaning there is a significant influence between Motivation (X<sub>1</sub>), Workload (X<sub>2</sub>), and Compensation (X<sub>3</sub>) on Employee Performance (Y).
2. Accept H<sub>0</sub> if sig. > 0.05, meaning there is no significant influence between Motivation (X<sub>1</sub>), Workload (X<sub>2</sub>), and Compensation (X<sub>3</sub>) on Employee Performance (Y).

Based on the data from Table 7, it can be seen that the sig. Value is 0.000. It indicates that there is a significant simultaneous influence between Motivation (X<sub>1</sub>), Workload (X<sub>2</sub>), and Compensation (X<sub>3</sub>) on Employee Performance (Y). Therefore, Hypothesis 4 (H<sub>4</sub>) is accepted.

**Multiple Linear Regression Analysis.** Based on the multiple linear regression calculations in the table, the following regression equation results are obtained.

$$Y = 25,312 + 0,195X_1 + -0,544X_2 + 0,809X_3 + \varepsilon$$

Based on the regression model formed, the results can be mathematically interpreted as follows:

1. The constant 25.312 indicates that if the variables Work Motivation (X<sub>1</sub>), Workload (X<sub>2</sub>), and Compensation (X<sub>3</sub>) are zero, then the value of the Employee Performance (Y) variable is 25.312.
2. The regression coefficient of Motivation (X<sub>1</sub>) of 0.195 means that if there is an increase in Motivation (X<sub>1</sub>) of 1 unit, then Employee Performance (Y) will increase by 0.195 units.
3. The regression coefficient of Workload (X<sub>2</sub>) of -0.544 means that if there is an increase in Workload (X<sub>2</sub>) of 1 unit, then Employee Performance (Y) will decrease by 0.544 units.

The Compensation regression coefficient (X<sub>3</sub>) of 0.809 means that if there is an increase in Compensation (X<sub>3</sub>) of 1 unit, Employee Performance (Y) will increase by 0.809 units.

Based on the hypothesis testing of the Motivation variable on the Performance of Non-PNS Undiksha Employees, the results show that H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. This result means that motivation has a positive and significant effect on employee performance. It indicates that good motivation will affect employee performance to be better. Every human being needs encouragement both from within and from outside themselves to be able to fulfill their needs and desires. The encouragement in question is motivation. Saraswati (2015:127) defines motivation as a process that explains the strength, perseverance, and direction of a person in an effort to achieve the desired goal. Meanwhile, according to Darodjat (2015:198), motivation is an activity that channels, maintains, and results in human behavior to achieve their desires. Motivation tends to reduce its strength if satisfaction is achieved, is blocked by the achievement of satisfaction, frustration, cognitive differences, or because the strength of the motivation increases.

Motivation, according to Hasibuan (2017:141), is something that causes, supports, and channels human behavior so that they want to work hard and enthusiastically to achieve optimal results. From the description above, motivation is the spirit of a person that is useful for moving him to work or move enthusiastically in order to achieve his desires. In line with the research conducted (Fadhil & Mayowan, 2018:42) defines that work motivation has a significant positive effect on employee performance. The results from the study state that employee work motivation is quite large. Can support the performance of employees who are appointed with work quality and achievements from good motivation results. A good motivation is a supporter of raising enthusiasm for the performance of non-PNS employees. Thus, employee performance can increase rapidly, and company targets can be quickly realized. The influence of work motivation on the performance of non-PNS employees at Ganesha University of Education is an important aspect to understand. High



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work motivation can have a positive impact on the performance of non-PNS employees and increase productivity, job satisfaction, and the contributions made. The following is an explanation and examples that often occur in the field related to the influence of work motivation on the performance of non-PNS employees at Ganesha University of Education; high involvement and strong work motivation can increase the involvement of non-PNS employees in carrying out their duties. They feel motivated to give their best and contribute maximally in carrying out their work.

Based on the hypothesis testing of the Workload variable on employee performance, the results show that H0 is accepted and H2 is rejected. These results mean that Workload has a negative and significant effect on employee performance. In line with the research conducted (Andika, 2022) that workload has a negative effect on employee performance, this means that the higher the level of workload experienced by an individual, the lower the performance that that individual can achieve. Workload can include factors such as high work volume, tight deadlines, excessive physical demands, task complexity, or frequent interruptions. In conditions of high workload, individuals may experience increased stress, physical fatigue, mental fatigue, and decreased focus and concentration. It can hinder an individual's ability to complete tasks effectively and efficiently, which in turn affects their performance. The effect of workload on the performance of non-PNS employees at Ganesha University of Education is a factor that needs to be considered. Ganesha University of Education uses the Performance Assessment System (SKP) to determine employee workload. The Performance Assessment System (SKP) currently used is still normative. There are no performance measurement parameters for non-civil servant employees that specifically describe the workload that the employee should bear. Normative SKPs tend not to consider the differences in duties and responsibilities that employees may have in various units or divisions.

There needs to be a workload standard for non-civil servant employees at Undiksha, a workload standard to explain in detail the tasks that must be carried out in terms of quality and quantity by an employee. The workload standard aims to maintain the balance of employee workload in all departments. For example, a non-civil servant employee at Ganesha University of Education who feels too pressured by excessive workload may lose motivation to make maximum contributions to an activity, and it is important to manage the workload of non-civil servant employees wisely to ensure a good balance between their productivity and well-being. Reviewing and adjusting the workload according to established standards, providing the necessary support and assistance, and paying attention to the balance of work and personal life are important steps to maintain optimal performance of non-civil servant employees at Ganesha University of Education.

Based on the hypothesis testing of compensation affecting employee performance, the results show that H0 is rejected and H3 is accepted. This result means that compensation has a positive and significant effect on employee performance. This hypothesis states that compensation given to non-civil servant employees at Ganesha University of Education has a positive and significant effect on their performance. Compensation includes all forms of rewards given to employees, such as salary, allowances, bonuses, facilities, and other benefits. Adequate and fair compensation can be an important factor in motivating employees to work well and achieve high performance. At Ganesha University of Education, adequate compensation can increase employee satisfaction, build a sense of appreciation, and strengthen work motivation. When employees feel appreciated and rewarded according to their contributions, they tend to be more motivated to perform high, work with dedication, and contribute maximally to achieving organizational goals.

In line with the research conducted (Arifudin, 2019: 188) states that compensation variables have a significant effect on employee performance, this study explains that salary compensation to



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employees not only provides benefits but also provides benefits for the Agency, where compensation is a support to carry out the profession well to get decent compensation. Agencies are asked always to consider paying compensation that is commensurate with the expectations of each employee, after which employees will support and realize the goals. The effect of compensation on the performance of non-PNS employees at Ganesha University of Education is an important aspect that needs to be considered. Fair and adequate compensation can affect employee motivation, satisfaction, and performance. When employees feel appreciated and rewarded according to their contributions, they tend to be more motivated and perform well. In the context of Ganesha University of Education, employees continue to perform regardless of the fair compensation set because of gratitude for working in a government agency, and for non-PNS employees, the hope for a higher career level, for example, being appointed as a PNS employee is one factor to stay. Compensation given to non-PNS employees is expected to reflect their contributions, be fair, and be in line with the standards to be set. Conducting regular evaluations of compensation policies, setting compensation standards, listening to employee feedback, and making necessary adjustments can help create a work environment that motivates and improves the performance of non-civil servant employees.

Based on the hypothesis testing of motivation variables, workload and compensation on employee performance, the results obtained are that H0 is rejected and H4 is accepted. This result means that simultaneously, Motivation, workload and compensation have a positive and significant influence on employee performance. In line with the research conducted (Fadhil & Mayowan, 2018:42) defining that work motivation has a significant positive effect on employee performance, research by (Paramitadewi, 2017:13) can provide conclusions where workload has a significant effect on employee performance and research conducted (Arifudin, 2019: 188) the summary states the hypothesis that in this study, the compensation variable has a significant effect on employee performance.

The study on the influence of motivation, workload, and compensation on the performance of non-civil servant employees at Ganesha University of Education can provide a better understanding of the factors that influence their performance. Some things that happen in reality are that motivation is an important factor that influences employee performance. In the context of Ganesha University of Education, the motivation of non-civil servant employees can come from various sources, such as the desire to develop a career, a sense of belonging to the institution, and job satisfaction. Employees who have high motivation tend to be more enthusiastic, proactive, and dedicated in carrying out their duties. Some employees may be highly motivated because they feel called by the mission and values of the university. However, it is also possible that some employees face motivational challenges due to role ambiguity or lack of adequate incentives.

Ganesha University of Education (Undiksha) is one of the state universities located in Bali Province. Based on the Undiksha Strategic Plan document for 2020-2024, Undiksha is a state higher education institution that has a mandate to educate students to be prepared as qualified and superior prospective educators (teachers) and also prepare students to become qualified and superior graduates in non-education fields. Based on information from the official Undiksha website, Undiksha is the largest producer of human resources for educators in Bali which has so far produced more than thirty-three thousand graduates, most of whom are educators spread throughout Indonesia.

## CONCLUSION



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Based on the analysis of the influence of motivation, workload, and compensation on the performance of non-PNS employees at Ganesha University of Education, several important conclusions can be drawn. These three variables have a significant role in shaping the performance of non-PNS employees in the university environment.

1. Motivation has a positive and significant influence on the performance of non-PNS employees at Ganesha University of Education. Motivated employees tend to show high dedication, enthusiasm, and commitment in carrying out their duties. It has an impact on increasing the productivity, creativity, and quality of service provided by non-PNS employees.
  2. Workload has a negative influence on the performance of non-PNS employees at Ganesha University of Education. A balanced and well-managed workload is very important in influencing the performance of non-PNS employees. No workload standard is specifically set for non-PNS employees at Ganesha University of Education. The Performance Assessment System (SKP) currently used is still normative and needs to be evaluated. There are no parameters for measuring the performance of non-PNS employees that specifically describe the workload that the employee should bear. Normative SKP tends not to consider the differences in duties and responsibilities that employees may have in various units or divisions. It is important to develop appropriate workload standards and consider the specific needs and roles of non-PNS employees at Ganesha University of Education. This standard should include an objective assessment of the volume of work, complexity of tasks, responsibilities, and challenges faced by non-PNS employees. With clear workload standards, non-PNS employees can have more accurate guidance on their performance expectations, while management can use these standards as a reference in managing and evaluating performance. It will help create a balanced work environment that supports employee well-being, as well as improve the efficiency and productivity of the organization as a whole.
  3. Fair and adequate compensation also has a positive and significant effect on the performance of non-PNS employees at Universitas Pendidikan Ganesha. Employees who feel appreciated and rewarded according to their contributions tend to be more motivated and satisfied with their work and have a stronger attachment to the institution. Compensation standards for non-PNS employees do not yet exist at Undiksha.
  4. It is important to develop compensation standards that are in accordance with the roles, responsibilities, and contributions of non-PNS employees at Universitas Pendidikan Ganesha. These standards should include objective criteria for determining fair and sustainable compensation levels. With clear compensation standards, non-PNS employees will have clearer guidance on what to expect in terms of compensation and financial rewards. This standard will also help ensure transparency, fairness, and sustainability in the compensation system at the university. Developing appropriate compensation standards will provide significant benefits, including increasing the motivation and job satisfaction of non-PNS employees.
4. Simultaneously, motivation, workload, and compensation have a significant effect on the performance of non-PNS employees at Ganesha University of Education. These three variables influence each other and can have a positive or negative impact on employee performance. In an effort to improve the performance of non-PNS employees, it is necessary to pay attention to good motivation management, optimal workload balancing, and appropriate compensation.



By paying attention to and optimizing these variables, Ganesha University of Education can create a work environment that motivates, supports, and encourages non-PNS employees to achieve optimal performance, improve service quality, and achieve the Institution's goals effectively.

Based on the research and discussion, as well as several conclusions regarding the influence of motivation, workload, and compensation on the performance of non-PNS employees at Ganesha University of Education that have been put forward, the following suggestions can be put forward:

1. For the Human Resources Division of Ganesha University of Education, the results of this study can be used as a basis for developing more effective policies in increasing motivation, managing workload, and increasing compensation for non-PNS employees at Ganesha University of Education by: re-evaluating the Performance Assessment System (SKP), creating workload standards and compensation standards for non-PNS employees. This can provide a stronger foundation for the development of policies and best practices that contribute to improving the performance and welfare of non-PNS employees in the Undiksha environment.
2. This study can be continued with an approach that involves collecting data over time. It will allow for a deeper understanding of changes in motivation, workload, compensation, and performance of non-PNS employees over time. Further researchers can expand the scope and consider other factors that may have an influence, for example, leadership support, organizational climate, career development opportunities, and other psychological factors that may affect the performance of non-PNS employees at Ganesha University of Education. Using a more in-depth research method. Further researchers can deepen the research by using more detailed and comprehensive research methods, such as in-depth interviews, participant observation, or case studies. More in-depth research methods can provide a better understanding of the mechanisms and factors underlying the relationships between motivation, workload, compensation, and performance.

By continuing this research and implementing the suggestions above, further researchers can deepen their understanding of the influence of motivation, workload, and compensation on the performance of non-PNS employees in the Undiksha environment.

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