

The Effect of Discipline and Workload on Employee Performance with Motivation Mediation on Administrative Bureau Employees Leading of the Regional Secretariat of South Kalimantan Province

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ABSTRACT: This study entitled The Effect of Discipline and Workload on Employee Performance with Mediation of Motivation on Employees of the Administrative Bureau of the Regional Secretariat of South Kalimantan Province aims to determine the description of discipline, workload, motivation, and performance and to examine the effect of discipline and workload on employee performance mediated with employee motivation. This study uses a quantitative research sample of as many as 30 respondents—data collection using questionnaires and documentation. In comparison, data analysis uses path analysis assisted by SmartPLS 3 software. The results of this study indicate that the work discipline variable (X1) has no effect on employee performance, workload variable (X2) affects employee performance (Y), work discipline variable (X1) does not affect motivation (Z), workload (X2) affect work motivation (Z), work motivation (Z) affect employee performance (Y), work discipline (X1) does not affect performance (Y) with the mediation of work motivation (Z), workload (X2) affects performance (Y) with work motivation mediation (Z).

Keywords: Workloads; Work Discipline; Performance; Motivation; Regional Secretariat

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INTRODUCTION

Information technology has had a major impact on services, especially in making it easier for individuals and organizations to carry out their work, but with the development of information technology, it must be adapted quickly to provide direct benefits in improving employee performance and organizational performance. As one of the public organizations, the Regional Secretariat of South Kalimantan Province certainly has an interest in improving performance in providing services. This requires discipline and an appropriate workload from its employees because the discipline and workload that follow their competencies, will make it easier to achieve organizational goals. In addition, employees who have discipline, and have a workload that is following their competencies will have good performance in terms of always thinking, working hard, being disciplined, honest, loyal, and full of dedication.

Human resources or the State Civil Apparatus as part of the State Apparatus, are State Servants and Servants of the Community, fully required to be loyal and obedient to Pancasila and the 1945 Constitution, a unified State, and Government, good-minded and authoritative, efficient and successful To be effective and aware of their responsibilities is a prerequisite for carrying out government and development tasks, therefore the state civil apparatus as one of the elements of the state apparatus that also determines the success of national development must improve good work performance so that state goals can be achieved effectively and efficiently (Saputra et al., 2018). From the above statement, it is clear that improving the quality of Human Resources at this time has become a demand and this can be used as one of the directions of development policy, as stated in the 2015-2020 National Development Program that "the quality of human resources of all components of the nation needs to be developed as early as possible in a directed, integrated and comprehensive manner through various proactive and reactive efforts accompanied by the right to support and protection according to their potential so that the younger generation can develop optimally".

Employee performance is the result of the work performance of employees who are assessed in terms of quality and quantity based on work standards determined by the organization. Good performance is optimal performance, namely performance that is following organizational standards and supports the achievement of organizational goals. A good organization is an organization that seeks to improve the capabilities of its human resources because reliable human resources are a key factor to improve employee performance (Saputra et al., 2018).

Government Regulation Number 53 of 2010 concerning Discipline of Civil Servants, in article 3 that the provisions in the discipline of Civil Servants are: Employees are required to come to work and comply with the provisions of Working Hours and fill out the attendance list using the electronic attendance system, of course, this is the first step in discipline employees which of course will have an impact on improving the performance of these employees. Currently, all the office activities of the Regional Secretariat of the South Kalimantan Provincial Government are in Banjarbaru, while most employees still choose to live in Banjarmasin, of course, this will have an impact on attendance hours because they have to drive from Banjarmasin to Banjarbaru simultaneously so that traffic jams in the morning, especially from the center from the city to the suburbs on Jalan A. Yani Kilometer 7, Gambut District, every morning there is always a traffic jam, this, of course, makes employees experience delays in work.

There are still many service systems that are currently running that are not understood by the community and related parties so they consider the procedure too complicated and it is considered difficult for them to meet and face the Regional Head and other elements of regional leadership so that this condition develops into a problem that must be addressed. immediately resolved the procedure was made under applicable regulations and adapted to existing local wisdom, but what were the complaints and responses of the community and various other related parties would certainly be input for improvements to the protocol service system.

Concerning the conditions in which the Covid 19 pandemic was imposed, where restrictions were placed on government implementation activities, of course, this was done as much as possible by implementing health protocols related to preventing and controlling the spread of the Covid 19 Virus, such as using masks, maintaining a safe distance and washing hands after activities. However, if the meeting activity can still be carried out via telephone or teleconference, it will take precedence over face-to-face meetings. On the observation of the protocol procedures that became the problem due to the employee's performance was not optimal, which was caused by indiscipline and excessive workload of employees because the distribution of work was not following the main duties and functions of each employee. on the performance achieved where many employees sometimes do not work well because there is no or lack of motivation given by the leadership both physically and in the form of rewards.

Satisfaction of public relations services within the South Kalimantan Provincial Government with achievement of 100.6%. In 2019 the level of satisfaction with public relations services within the South Kalimantan

Provincial Government reached 77.46, this figure was not greater than in 2018 which was 78.01. However, the realization has reached the 2019 target, which is 77%.

The frequency of positive opinions towards regional heads in the mass media achievement of 63.84% The percentage of positive public opinion frequencies against regional heads in the mass media In 2019 reached 46.6% this figure experienced a decrease of 8.95 points from the previous year which was equal to 55.01% While for 2017, 60% was realized, so there was a decline for two consecutive years. Based on the Accountability Report, it can be seen that one of the three indicators still has not reached the target set, of course, several things result in not achieving the target. Based on literacy-related to performance, many factors affect performance, then matched with initial observations in the field, the authors assume that the set performance targets have not been achieved because the performance of the employees of the Leadership Administration Bureau has not been optimal, meanwhile, the factors that cause the performance are not optimal because Discipline and employee motivation factors that have not been implemented properly by all elements in the organization, which directly have an impact on services to the community and related parties, of course, this is not following the provincial government's motto "Let's Move" as an effort to carry out the best service to the community.

Another factor that becomes the assumption is motivation, according to Robbins (1994) motivation is a process of directing and persevering each individual with a high level of intensity to increase an effort in achieving goals. Motivation is a process of directing and persevering each individual with a high level of intensity to improve an effort to achieve goals. We can define this motivation as an encouragement to increase effort in achieving organizational goals, within the limits of the ability to provide the satisfaction of one's needs. In the context of work, motivation is one of the important factors in encouraging an employee to work.

Basically, what makes employees lose motivation is the situation and conditions of the work itself. Motivation will affect the attitudes and behavior of individuals at work. The services provided are not optimal following the certainty of time, because often services still require procedures or directions from the leadership. This shows that employees are not reliable and effective in handling a job. The dependence of one employee on another is still high so the work results do not meet expectations. for example, the implementation of a task is not clear who handles it so when the task falters, it is not clear who can be held accountable.

Workload carried out so that it must be completed to exceed working hours. The above conditions indicate that discipline, workload, and work motivation of employees of the Administrative Bureau of the Regional Secretariat of South Kalimantan Province are not optimal, meanwhile employee performance is defined as the result of an employee's work in carrying out duties and work or positions following his authority and responsibility carried out regularly. legal to achieve goals. Employee performance is an important thing to pay attention to by the organization because it can affect the achievement of goals and progress of an organization. Organizational goals can be achieved if the employees have good performance.

Meanwhile, if the assumptions of discipline, workload, and work motivation are related to several previous research results, which are relevant to this research, among others, stated by Liyas that there is an influence of work discipline on employee performance at Al Masraf Rural Bank. These findings are also reinforced by the results of research conducted by Dwining (2018) where work discipline partially significantly influences employee performance.

LITERATURE REVIEW

Employee Performance

According to Anwar (2010) that performance is work performance or work results both in quality and quantity achieved by human resources for a period of time in carrying out their work duties in accordance with the responsibilities given. Employee performance can not be separated from motivation and other factors such as the ability of the employees themselves. Employee performance can also be interpreted as the work contribution given by employees to the organization related to the responsibilities assigned to them compared to mutually agreed standards. Elements of employee performance according to Mathis and Jackson (2013:378) are: Quantity of results; The quality of the results; Timeliness of the results; Presence; Ability to work together. Factors that affect employee performance, according to Mangkunegara (2015:16-17) are as follows: Individual Factors; Organizational Environmental Factors, while Mathis and Jackson (2014: 114), factors that affect individual performance are: Abilities which include talents, interests, and personality factors; Efforts expended which include training and development, training and technology, performance standards, management and co-workers; Organizational support: includes motivation, work ethic, attendance and work design.

There are five indicators to measure employee performance individually, namely Robins (2012:260): Quality; Quantity; Responsibility; Cooperation; Effectiveness.

Discipline

Discipline is a very important thing for an organization or company in maintaining or perpetuating its life. Without good discipline, it is difficult for companies to achieve optimal results. Discipline is the main factor needed as a warning tool for employees who do not want to change their nature and behavior. There are several opinions expressed regarding the notion of work discipline according to Rivai (2011: 825), it is a tool used by management to communicate with employees so that they are willing to change behavior as an effort to increase awareness and willingness of a person to comply with all company regulations and norms. - applicable social norms. This opinion was expressed by Hasibuan (2012: 193), stating that work discipline is a person's awareness and willingness to obey all company regulations and applicable norms. Furthermore, Singodimedjo in Sutrisno (2011: 86), defines work discipline as an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him. Meanwhile, according to Nitisemito (2002: 199) Work discipline is an attitude, and behavior that is carried out voluntarily and with full awareness and circumstances to follow the rules that have been set by the company, both written and unwritten. The loss of discipline will affect work efficiency and the effectiveness of work tasks. If discipline cannot be enforced, it is possible that the goals have been set cannot be achieved effectively and efficiently. So work discipline is an attitude or behavior that shows the loyalty and obedience of a person or group of people to the regulations that have been set by the agency or organization, both written and unwritten so that the work carried out is expected to be effective and efficient.

Organizations must have standards in terms of positive work discipline, and education can be carried out by all employees, be they managers or leaders because leaders must set good examples for their subordinates, so employees can discipline themselves as exemplified by their leaders. Mangkunegara (2013: 129), suggests that the types of work disciplines are: Preventive Discipline; Corrective Discipline; Progressive Discipline. The types of work discipline show that work discipline is divided into three core parts, namely the discipline to follow work guidelines, direct compliance with regulations, and give punishment to any violators.

Discipline can be defined as when employees can obey, respect, and comply with all company regulations and applicable social norms. If discipline is said to be going well, the efficiency and effectiveness of employees' work can increase in the company. Sutrisno (2011: 126), suggests that the goals of work discipline

include: (1) a high sense of employee concern for the achievement of company goals; (2) High enthusiasm and enthusiasm for work, and the initiative of employees to carry out work; (3) The employee's sense of responsibility to carry out their duties as well as possible; (4) The development of a high sense of belonging and solidarity among employees; and (5) Increasing employee work efficiency and productivity.

The principles for creating discipline according to Slamet (2014: 217) are principles that must be created so that discipline is enforced in an organization. The principles that need to be created are: Leaders Have Positive Behavior; Careful Research; Freshness; Protect Confidentiality; Focus on Problems; Rules Are Implemented Consistently; Flexible; Contains Advice; Constructive Action; and Evaluation (Follow Up)

Dimensions and work indicators used in this study adapt the theory expressed by Hasibuan (2013: 195) suggesting that: (1) Dimensions of measuring time effectively. That is the extent to which employees use their work time effectively. Meanwhile, the dimension of time measurement is effectively measured using two indicators, namely obedience, and accuracy; (2) Dimensions of responsibility in work and tasks. That is the result or consequence of an employee for the tasks assigned to him. The dimensions of responsibility in work and tasks are measured using three indicators, namely motivation, loyalty and work; (3) Dimensions of Attendance. Namely the arrangement of employee attendance which is also a tool to see the extent to which the employee complies with the applicable regulations in the organization. The absenteeism dimension is measured using two indicators, namely working hours and leaving the workplace.

Workload

According to Irwandy (2006), the workload is the average activity frequency of each job within a certain period. Meanwhile, the workload in Kepmenpan No. 75 of 2004 is several work targets or target results that must be achieved in a certain time unit. While the definition of workload in Permendagri Number 12 of 2008 is, that the workload is the amount of work that must be carried out by a position or organizational unit and is the product of the work volume and the time norm.

Measurement of workload is defined as a technique for obtaining information about the efficiency and effectiveness of the work of an organizational unit or position holder which is carried out systematically using job analysis techniques, workload analysis techniques, or other management techniques. It was further stated that the measurement of workload is one of the management techniques to obtain job information, through a process of research

and analysis carried out by analysis. The position information is intended to be used as a tool to improve the apparatus in the fields of institutions, management, and human resources.

Calculation of workload can be seen from 3 aspects, namely physical, mental, and time use. Physical aspects include workloads based on human physical criteria. The mental aspect is the calculation of the workload by considering the mental (psychological) aspect. While the aspect of time utilization is more concerned with the aspect of using time for work (Marizki, 2014).

The workload indicators used to measure the workload adopted from Arika (2011) are as follows: (1) Physical tasks (work attitude) This indicator is measured from respondents' responses to how the employee's morale is; (2) mental tasks (responsibility, work complexity, employee emotions, etc.) This indicator is measured from respondents' responses to how much responsibility is assigned to employees; (3) Employee working time and rest time This indicator is measured from respondents' responses to the work and rest time provided by the company. Work in shifts This indicator is measured from respondents' responses to the work shift schedule provided by employees; (4) Delegation of duties and authority. This indicator is measured by respondents' responses to the authority and duties assigned by the company; (5) Somatic factor (health condition) This indicator is measured from respondents' responses to the presence or absence of health insurance from the company; (6) Psychological factors (motivation, perception, belief, desire and so on) This indicator is measured from respondents' responses to the motivation given by the company.

Meanwhile, the factors that can affect the workload, as stated by Prihatini (2007), state that the workload is influenced by the following factors: External factors, namely loads that come from outside the worker's body, and internal factors that come from within the body. as a result of external workload reactions.

Workload indicators in this study will be measured by the following indicators (Hart and Staveland in Astianto, 2014): Task demands; Effort or energy (effort); and Performance.

Motivation

Motivation according to Sutrisno (2013:109) suggests motivation is a factor that encourages someone to do a certain activity, motivation is often interpreted as a factor driving a person's behavior. According to Mangkunegara (2014:61), motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. Terry in Serdamayanti (2014: 233) suggests that motivation is the desire contained in an individual that stimulates him to take action. Then Sutrisno (2016: 110) states that motivation is

something that gives rise to a person's work urge to achieve maximum performance. From some of the definitions above, it can be concluded that motivation is an impulse that moves someone to participate in achieving the goals set by the company.

Every human being has several needs that demand to be satisfied. In general, motivation is said to be a need that drives actions towards certain goals (Anoraga, 2013: 34). A need for employees will be a force that attracts them to act to achieve the desired goal. The following is a picture of the motivational process as a driver of individual behavior.

Motivation theory is understood so that leaders can identify what motivates employees to work, the relationship between work behavior and motivation, and why employees have high achievements. The theory of motivation in this study is based on the theory of achievement (Achievement Theory). Prof. DR. David C. McClelland (Mangkunegara, 2006: 110) an American psychologist from Harvard University, in his theory of motivation suggests that a person's productivity is largely determined by the mental virus that exists in him.

Dimensions and indicators of motivation as a study conducted by David McClelland with achievement motivation theory in Sutrisno (2016:128) explain motivation is a condition that encourages a person to achieve maximum achievement. According to this achievement theory, three basic components can be used to motivate people to work, namely the need for: Need for achievement; Need affiliation; Need power.

Relationship of Discipline, Workload and Motivation to Performance

Discipline to performance

Compliance and obedience in real attitudes and behavior at the time of achieving the goals that have been set if supported by high discipline then the success of a job carried out by employees of an organization will obtain optimal results. Discipline is often referred to as punctuality both when employees enter and leave the workplace, but other than that discipline is an attitude that respects, appreciates and obeys all applicable regulations, both written and unwritten and accompanied by ongoing sanctions in the workplace. organization in which he works, so as to achieve optimal organizational goals.

There are several factors that can affect employee performance, which include discipline and motivation. According to Hasibuan (2012: 193) states that employee discipline is awareness and willingness to comply with applicable regulations in the organizational environment where the employee works. As mentioned by Simamora (2014:748) that the purpose of discipline is to encourage individuals to improve performance, so if you want to improve performance,

high discipline is needed so that without discipline the goals that have been set cannot be achieved effectively and efficiently.

Workload on performance

Employee workload has been determined in the form of organizational work standards according to the type of work and position. According to Meshkati in Hariyati (2011) workload is a difference between the capacity or ability of workers and the demands of the work that must be faced. Given that human work is mental and physical, each has a different level of loading. The level of loading that is too high allows the use of excessive energy and overstress, on the contrary the intensity of the load that is too low allows boredom and saturation or under stress. Therefore, it is necessary to strive for the optimum level of loading intensity that exists between the two extreme limits and of course differs from one individual to another.

If most employees work in accordance with organizational standards, then it is not a problem. On the other hand, if the employee works below the standard, the workload carried is excessive. Meanwhile, if the employee works above the standard, it can mean that the estimated standard set is lower than the employee's own capacity. HR needs can be calculated by identifying how much the company's output in a particular division wants to achieve. Then it is translated in the form of the length (hours and days) of employees needed to achieve the output, so that it can be seen in what types of work there is a negative deviation or according to the standard. Workload analysis is closely related to fluctuations in market demand for organizational goods and services as well as the fulfillment of the human resources needed to meet the performance targets that have been set.

Motivation towards performance

Basically everyone works to meet their needs, and employees will certainly be happier to work if they get attention from their superiors so that they will work harder. In addition, in his research entitled *The Relationship of Ability and Motivation to Employee Performance at the Population, Manpower and Transmigration Office of Karanganyar Regency*, Sarworini (2014:15) stated that high motivation at work will result in high performance as well. Employees who enjoy their work will try to complete it as best they can. The fulfillment of employee needs will make employees feel happy with their work, because they will no longer be bothered with their personal problems. The establishment of good relations with co-workers is a motivator in itself at work. They will feel comfortable and not awkward to communicate with each other.

From this description, it can be concluded that with the motivation and discipline, employee performance can increase. The results of Etykawy's research (2004:18) concluded that motivation and discipline had a significant positive effect and contributed to improving employee performance. So if an organization wants its goals to be achieved, what must be done is to increase the motivation and discipline of its employees.

RESEARCH METHODS

This study uses a quantitative approach with an associative research type which describes the research variables into numbers and determines the effect of more than two variables. Yani, A., Welli Saputra, R., & Hartony, D. (2021) The quantitative approach focuses on the symptoms that have certain characteristics in human life which are called variables. The sampling technique in this study uses a total sampling of 30 respondents. The exogenous variables in this study are Work Discipline (X1) and Workload (X2), the endogenous variable is Employee Performance (Y), while the mediating variable in this study is Motivation (Z), data collection uses questionnaires to 30 respondents who then Data analysis techniques were carried out using SmartPLS 3.0 Software which was run on computer media to solve multiple regression when specific problems occurred in the data. The first stage structural analysis model built in this study can be seen in the following figure:

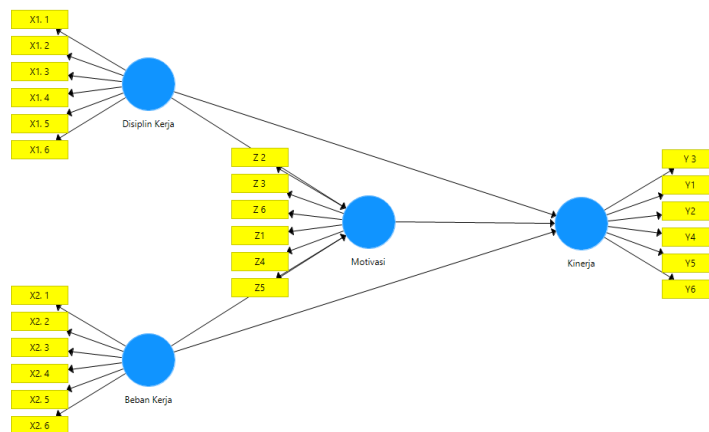


Figure 1 : Structural Equation Model

RESULTS AND DISCUSSION

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Reliability (Saputra et al., 2018).

Results Convergent

Validity of the indicator reflective measurement model is assessed based on the correlation between item scores or component scores estimated with SmartPLS Software. Individual reflective measure is said to be high if it has a higher correlation than 0.70 with the construct being measured (Saputra et al., 2018).

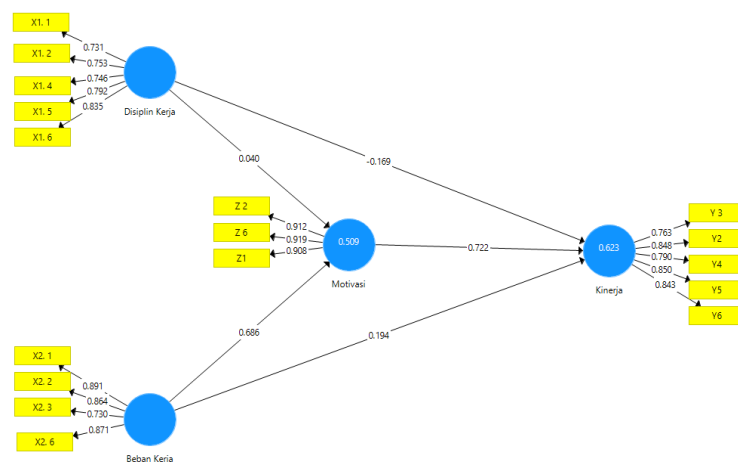


Figure 2. Factor Loading

Table 1 : Outer Loading

Indicator	Work Discipline (X1)	Workload (X2)	Performance (Y)	Motivation (Z)
X1. 1	0.731			
X1. 2	0.753			
X1. 4	0.746			
X1. 5	0.792			
X1. 6	0.835			
X2. 1		0.891		
X2. 2		0.864		
X2. 3		0.730		
X2. 6		0.871		
Y 3			0.763	
Y2			0.848	
Y4			0.790	
Y5			0.850	
Y6			0.843	
Z 2				0.912

Z 6	0.919
Z1	0.908

An individual reflective measure is said to be high if it has a higher correlation than 0.70 with the measured construct. value outer loading > 0.7. However, it appears that there are still some indicators that have an outer loading < 0.7. (Imam Ghozali, 2015).

The output using SmartPLS shows that all loading factors have values above 0.70, so that no constructs for all variables have been eliminated from the model. All indicators in the Outer Loading have a value above 0.70 so that each indicator is significant to the construct or shows the values of all variables are declared valid.

Results Discriminant

Validity is carried out to ensure that each concept of each latent variable is different from other variables. The model has Discriminant Validity if each loading value of each indicator of a latent variable has the largest loading value with other loading values on other latent variables. test are Discriminant Validity obtained as follows:

Tabel 2 : Cross Loadings

Indicator	Work Discipline (X1)	Workload (X2)	Performance (Y)	Motivation (Z)
X1. 1	0.731	0.454	0.260	0.337
X1. 2	0.753	0.618	0.277	0.310
X1. 4	0.746	0.573	0.158	0.416
X1. 5	0.792	0.411	0.315	0.390
X1. 6	0.835	0.524	0.212	0.447
X2. 1	0.577	0.891	0.591	0.612
X2. 2	0.500	0.864	0.495	0.560
X2. 3	0.576	0.730	0.359	0.451
X2. 6	0.590	0.871	0.530	0.734
Y3	0.221	0.319	0.763	0.663
Y2	0.275	0.483	0.848	0.545
Y4	0.215	0.480	0.790	0.583
Y5	0.349	0.599	0.850	0.768
Y6	0.218	0.542	0.843	0.579
Z 2	0.360	0.637	0.671	0.912
Z 6	0.441	0.615	0.714	0.919
Z1	0.545	0.696	0.739	0.908

In a table 2, that all loading factor values for each indicator of each latent variable already have the loading factor value compared to the loading factor of other latent variables. This means that all latent variables already have Discriminant Validity where the latent construct predicts indicators in their block better than indicators in other blocks so it can be concluded that all latent variables have Discriminant Validity .

Another method to assess discriminant validity is the value square root of Average Variance Extracted (AVE).recommended that the AVE should be greater than 0.50 (Ghozali, 2015:75) in (Saputra et al., 2018).

TABLE 3 : AVERAGE VARIANCE E (AVE)

Variable	Average Variance Extracted (AVE)
Work Discipline (X1)	0.596
Workload (X2)	0.708
Performance (Y)	0.672
Motivation (Z)	0.833

Table 3 shows the recommended criteria so that shows that all variables have good Discriminant Validity.

The results of Reliability Reliability

can criteria be seen from the Composite Reliability and Cronbach Alpha of each construct. The construct is said to have high reliability, has a Composite Reliability above 0.70 and has a Cronbach Alpha above 0.60 (Saputra et al., 2020).

TABLE 4 : CRONBACH ALPHA

Variable	Cronbach's Alpha
Work Discipline (X1)	0.830
Workload (X2)	0.862
Performance (Y)	0.878
Motivation (Z)	0.900

Based on table 4 Cronbach Alpha work discipline variable is 0.830, workload variable is 0.862, the motivation variable is 0.878, and the performance variable is 0.900, which means it already has a Cronbach Alpha above 0.60 so that it shows the level of consistency of respondents' answers in each construct has good reliability.

TABLE 5 : COMPOSITE RELIABILITY

Variable	Composite Reliability
Work Discipline (X1)	0.880
Workload (X2)	0.906

Performance (Y)	0.911
Motivation (Z)	0.938

Based on table 5 Composite Reliability work discipline variable is 0.880, Workload variable is 0.906, the motivation variable is 0.938 and the performance variable is 0.911, which means it already has a Composite Reliability above 0.938, it can be concluded that all constructs meet the reliability criteria.

Inner Model or Structural Model Test Results The inner model or structural model

Test was conducted to see the relationship between constructs, significant values and R-square of the research model. The structural model was evaluated using R-square for endogenous constructs, t-test, and the significance of the structural path parameter coefficients (Saputra et al., 2018).

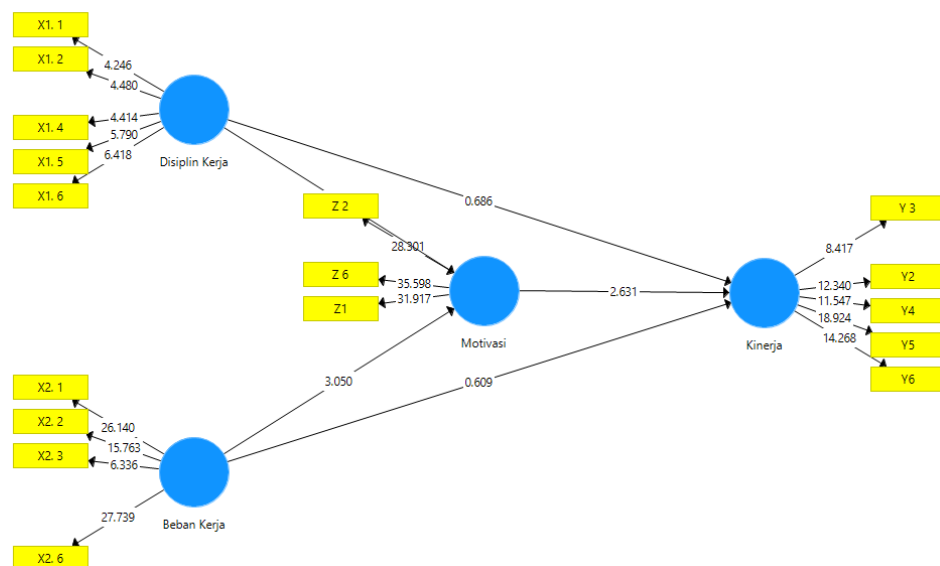


FIGURE 3 STRUCTURAL MODEL OF BOOTSTRAPPING

Results R-Square

R-Square is a measure of the proportion of variation in the value of the affected variable (endogenous) which can be explained by the variable that influences it (exogenous). This is useful for predicting whether a model is good/bad. Based on the calculation results, the R-Square Model is obtained as follows:

TABLE 6 : R-SQUARE

R Square	R Square	R Square Adjusted
Performance (Y)	0.623	0.579

Motivation (Z)	0.509	0.473
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In this study using 2 variables that are influenced by other variables, namely the motivation variable which is influenced by the work discipline and workload variables, and the performance variable which is influenced by the motivation variable. .

Table 6 shows that the R-square for the motivation variable is 0.509 and the performance variable is 0.623. These results indicate that the discipline variable and workload simultaneously can explain the motivation variable by 50.9%, the remaining 49.1% is explained by other variables that are not hypothesized in the model. Further results for the variables of work discipline, workload, and motivation are able to explain the performance variable by 62.3%, the remaining 37.7% is explained by other variables that are not hypothesized in the model. Ghozali (2015:78) in (Saputra et al., 2018) this R-square value is included in the substantial to strong category.

F² (f-Square)

f^2 (F-Square): is a measure used to assess the relative impact of an influencing variable (exogenous) on the affected variable (endogenous). Changes in the value of R^2 when certain exogenous variables are omitted from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct. Based on the calculation results obtained from f^2 effect size (F-Square) as follows:

TABLE 7 CALCULATION RESULTS OF F^2 EFFECT SIZE (F-SQUARE)

	Workload (X2)	Work Discipline (X1)	Performance (Y)	Motivation (Z)
Workload (X2)			0.036	0.539
Work Discipline (X1)			0.042	0.002
Performance (Y)				
Motivation (Z)			0.679	

Description:

- Workload (X2)---> Employee Performance (Y) = 0.036 (small)
- Work Discipline (X1)---> Employee Performance (Y) = 0.042 (small)
- Workload (X2)---> Motivation Work (Z) = 0.539 (large)
- Work Discipline (X1)---> Work Motivation (Z) = 0.002 (small)
- Work Motivation (Z)---> Employee Performance (Y) = 0.679 (large)

Results Q- square

Q-Square measures how well the observed values are generated by the model as well as the estimated parameters. A model is considered to have predictive relevance if the Q-Square is greater than 0 (zero). The magnitude of Q-Square has a value with a range of $0 < Q^2 < 1$, the model is getting better if the Q-Square close to 1 (one). The Q-Square is obtained from:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - [1 - (0.623^2)] [1 - (0.509^2)] \\
 &= 1 - (1 - 0.3881) (1 - 0.2590) \\
 &= 1 - (0.6119) (0.741) \\
 &= 1 - (0.4534) \\
 Q^2 &= 0.5466
 \end{aligned}$$

The results of the Q-Square calculation in this study are 0.5466 which means that 54.66% of exogenous and mediating variables are feasible to explain the endogenous variable, namely performance.

Direct Effect (Direct Effect)

analysis Direct Effect is useful for testing the hypothesis of the direct effect of a variable that affects (exogenous) on the variable that is influenced (endogenous). Based on the calculation results, the following calculations are obtained:

TABLE 8 : PATH COEFFICIENTS (DIRECT)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload (X2) -> Performance (Y)	0.689	0.655	0.269	2.565	0.011
Workload (X2) -> Motivation (Z)	0.686	0.634	0.229	3.003	0.003
Work Discipline (X1) -> Performance (Y)	-0.140	-0.067	0.300	0.466	0.641
Work Discipline (X1) -> Motivation (Z)	0.040	0.120	0.271	0.149	0.882
Motivation (Z) -> Performance (Y)	0.722	0.646	0.277	2.605	0.009

Workload (X2) -> Employee Performance (Y) Path coefficient = 0.689 and P. Values = 0.011 (> 0.05) meaning that the effect of Workload (X2) on Employee Performance (Y) is positive and significant. The T statistic value of 2,565 is greater than 1,960. this means that the workload has a positive value and has a significant effect on employee performance. Workload affects the performance of employees of the Administrative Bureau of the Regional Secretariat of South Kalimantan Province, compared to previous research, as stated by Dhermawan (2012) that motivation has no significant effect on employee performance, of course, the results of this study are not in line with the results of this study, which of course does not strengthen the results obtained. Meanwhile, according to Amalia (2016), work motivation partially has a significant effect on employee performance, the findings of the research certainly strengthen the results of this study. The existence of research with results that strengthen the findings, as well as different ones to weaken the findings of this study, there are differences in the results of research on the workload variable due to differences in how much the indicator factors studied are fulfilled.

Workload (X2) -> Work Motivation (Z) Path coefficient = 0.686 and P. Values = 0.003 (< 0.05) meaning that the effect of Workload (X2) on Work Motivation (Z) is positive and significant, and the T statistic value is 3,003 the value is greater than 1,960. this means that the workload has a positive value and has a significant effect on work motivation, meaning that the second hypothesis (2) is accepted. this shows that the workload received by the employee will affect his work motivation, therefore the workload of the employee must be adjusted to the duties and functions of the employee so that the employee can work based on high work motivation.

Work Discipline (X1) -> Employee Performance (Y) Path coefficient = -0.140 and P. Values = 0.641 (> 0.05) meaning that the effect of Work Discipline (X1) on Employee Performance (Y) is negative and not significant, T value The statistic is 0.466, this value is smaller than 1.960. this means that work discipline has a negative value and has no significant effect on employee performance, meaning that the third hypothesis (3) is rejected. Although work discipline on performance does not have a significant effect, of course, the leadership at the Regional Secretariat Administration Bureau of South Kalimantan Province must be able to improve employee discipline, especially related to attendance at work, both attendance when coming in the morning and going home on time. predetermined employee performance. The results of this study are in line with the results of research conducted by Lianasari (2017) that there is no influence of discipline on job satisfaction and performance, and the results of this study are different from research conducted by Liyas (2017) which showed a significant effect of Work Discipline on Employee Performance. There are studies with

similar results that strengthen the findings, as well as different ones that weaken the findings of this study, there are differences in the results of research on work discipline variables because of differences in how much the indicator factors studied are fulfilled.

Work Discipline (X1) -> Work Motivation (Z) Path coefficient = 0.040 and P. Values = 0.0882 (> 0.05) meaning that the effect of Work Discipline (X1) on Work Motivation (Z) is positive but not significant, Value The T statistic is 0.149, this value is smaller than 1.960. this means that the workload has a positive value but has no effect on work motivation. it means that the fourth hypothesis (4) is rejected. As well as work discipline on employee performance which has no effect so does work discipline on work motivation which has no effect due to the non-fulfillment of the factors that cause discipline to not affect motivation, however, the leadership at the Administrative Bureau of the Regional Secretariat of South Kalimantan Province must be able to improve discipline and motivation of employees so that employees can work well and can achieve the performance targets that have been set. Work Motivation (Z) -> Employee Performance (Y) Path coefficient = 0.722 and P. Values = 0.009 (> 0.05) meaning that the effect of Work Motivation (Z) on Employee Performance (Y) is positive and significant, the T statistic value is 2,605 the value is greater than 1,960. this means that work motivation has a positive value and has a significant effect on employee performance, meaning that the fifth hypothesis (5) is accepted. compared to previous research, as stated by Amalia (2016) work motivation partially has a significant effect on employee performance, of course, the results of this study strengthen the results of this study, but this is not the case with research conducted by Dhermawan (2012) that motivation does not significantly impact on employee performance, this certainly weakens the results of this study. The existence of research with results that strengthen or weaken the findings that work motivation affects employee performance must of course be addressed that each study has different environmental characteristics and can cause differences in research results and also how much the indicator factors studied are fulfilled.

Indirect Effect (Indirect Effect)

Indirect Effect analysis is useful for testing the hypothesis of the indirect effect of a variable that affects (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (the mediator variable). Based on the calculation results, the following calculations are obtained:

TABLE 9 : PATH COEFFICIENTS (INDIRECT)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload (X2) -> Motivation (Z) -> Performance (Y)	0.496	0.410	0.248	1.998	0.046
Work Discipline (X1) -> Motivation (Z) -> Performance (Y)	0.029	0.059	0.197	0.148	0.883

Workload (X2) -> Work Motivation (Z) -> Employee Performance (Y) Path coefficient = 0.496 means positive value and P. Values = 0.046 (< 0.05) meaning that it is significant, the value of T statistics shows 1.998 the value is greater than 1.960 this means that work motivation (Z) mediates the effect of workload (X2) on employee performance (Y), meaning the sixth hypothesis (6) accepted. based on the results of the study, the work motivation of employees related to the workload must be maintained and increased. The factors that affect the workload are divided into two factors, namely external factors and internal factors, therefore the importance of motivational factors on employee work activities, so that employees can work well.

Work Discipline (XI) -> Work Motivation (Z) -> Employee Performance (Y) Path coefficient = 0.029 and P. Values = 0.883 (> 0.05) meaning that it is not significant, the T statistics value shows 0.148 the value is smaller than 1.960, this means that work motivation (Z) cannot mediate the effect of work discipline (XI) on employee performance (Y), meaning that the seventh hypothesis (7) is rejected. Based on the results of the study, employee motivation in the form of rewards and punishments needs to be increased so as to improve employee discipline. Reward and Punishment are two forms of methods in motivating public service officers to provide excellent service and improve their performance. Reward given and Punishment in accordance with the mechanism of bureaucratic reform in Ministries/Government Agencies, including local governments. Rewards are given to employees who excel and are able to achieve certain targets, while punishment is given to employees who make mistakes. Rewards or prizes are usually in the form of coaching money, but there are also those who provide rewards in the form of awards, promotions and even vacations. And usually giving reward is more effective in motivating employees than the threat of punishment or punishment. So it is not wrong for organizational leaders to use reward and punishment as a source of motivation for employees to work optimally.

Total Effect (Total Effect)

Indirect Effect analysis is useful for testing the hypothesis of the indirect effect of a variable that affects (exogenous) on the influenced variable (endogenous) which is mediated/mediated by a mediating variable. Based on the calculation results, the following calculations are obtained:

TABLE 10 : PATH COEFFICIENTS

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload (X2) -> Motivation (Z) -> Performance (Y)	0.496	0.410	0.248	1.998	0.046
Work Discipline (X1) -> Motivation (Z) -> Performance (Y)	0.029	0.059	0.197	0.148	0.883

Total effect is the total of Direct Effects and Indirect Effects

- the First Path

Direct effect (X1-----> Y) = -0.169
 indirect effect (X1-----> Z ----> Y) = 0.029
 Total Effect = -0.14

(the output of smart PLS is -0.111)

From these results it can be seen that there is almost no mediating effect.

The total effect for the X1, Z and Y relationships is -0.14.

- Second Path

Direct effect (X2-----> Y) = 0.689
 direct effect (X2-----> Z ----> Y) = 0.496
 Total Effect = 1.185

(the output of smart PLS is 1.185)

The total effect for the relationship X2, Z and Y is 1.185.

There is a mediating effect by motivational variables between the effect of workload on performance.

CONCLUSION

Based on the results of the research and discussion analysis that has been described above previously, it can be concluded that work discipline (X1) does not affect employee performance (Y), workload (X2) affects employee performance (Y), work discipline (X1) has no effect on work motivation (Z), workload (X2) has no effect on work motivation (Z), work motivation (Z) affects

employee performance (Y), work discipline (X1) has no effect on performance (Y) with mediation work motivation (Z), workload (X2) has an effect on performance (Y) by mediating work motivation (Z). Discipline should start from each individual to create superior human resources. To get the expected human resources, the leadership in each organization must be able to contribute positively to all organizational activities in achieving its goals, and sanctions for violations of work discipline should be able to improve employee performance in the future. The workload assigned to employees must be evaluated and supervised on its implementation so that employees can work properly following the duties and functions of the placement of these employees in each work unit. Organizational leaders must be able to provide work motivation to every employee as well as every employee is expected to have high work motivation which will later increase high work discipline which will certainly have an impact on overall organizational performance. This research is still general in nature and is still limited to a few variables studied there are so many factors that affect performance, the authors suggest for further researchers use other variables besides the variables in this study to be investigated in the future.

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