The Influence of Workload, Work Motivation, and Work Discipline on Employee Performance at The Center for Chemistry and Packaging of The Ministry of Industry

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Keywords	ABSTRACT
Workload, Work Motivation, Work Discipline, Employee Performance	This study aims to investigate the impact of Workload, Work Motivation, and Work Discipline on Employee Performance at the Center for Chemistry and Packaging of the Ministry of Industry. The research adopts a quantitative approach, employing a questionnaire as the primary research instrument. The population for this study encompasses 120 employees at the Center for Chemistry and Packaging of the Ministry of Industry, with a sample of 92 employees chosen through a simple random sampling technique, facilitated by the slovin formula. The research instrument's validity and reliability are assessed through directed validity and reliability tests. Data analysis is conducted using multiple linear regression analysis techniques. The findings reveal that Workload, Work Motivation, and Work Discipline each exert a significant impact on the performance of employees at the Ministry of Industry's Center for Chemistry and Packaging when analyzed individually.

INTRODUCTION

Human resources (HR) is one element that plays an important role in achieving organizational company goals. Human resources (HR) are valuable assets for companies / organizations, because they are the main axis in carrying out actions, determining goals, and making the right decisions to achieve the expected goals. Therefore, human resources are one element of various kinds of resources that are very important for organizational / company management, where human resources are central to the success of an organization/company.

In achieving goals, the organization / company provides standards that every employee must meet. To optimize employees' work results in carrying out their duties and responsibilities can be assessed by looking at employee work performance. The important thing in human resource management is about employee performance. Employee performance according to (Mangkunegara, 2009) is as a result of work in accordance with the quality and quantity that can be achieved by an employee in carrying out duties in accordance with the responsibilities given to him.

For the lives of individuals and groups in organizations/companies, the success of an organization/company, among others, can be seen from the performance of its employees. By having high performance, employees will work based on plans, pay attention to work processes and be results-oriented. If this can be done, employees will be able to meet performance standards. Employee performance is important because without improving work results and the quality of human resources, the vision that has been proclaimed will be difficult to realize.

The company's development, the changes in the company's environmental conditions that occur

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within the organization/company and outside the organization / company either have a direct or indirect impact will increase productivity targets and be more complex. High performance demands or performance target standards determined by the company must try to achieve the performance targets set by the organization / company. However, if the quality of development, human resources (HR) owned are not able to adapt to environmental changes that occur, it will cause stress levels at work and workload pressure on employees which has an impact on employee performance.

Many factors affect employee performance, including workload, motivation, and work discipline. The way that must be taken to improve employee performance is by conducting an analysis of the workload in the organization/company. Workload analysis is very important to do, one of which is to create a pleasant working atmosphere characterized by employees getting positions according to their performance abilities.

Workload is a process of analyzing the time used by a person or group in completing the tasks of a job (position) or group of positions (work unit) carried out under normal conditions (Kurnia, 2010). Workload analysis is a process in determining the number of working hours of human resources that work, use, and are needed in completing a job for a certain period of time (Koesomowidjojo, 2017)

Workload is very important for an organization/company. By providing an effective workload, the company will be able to find out the extent to which its employees can carry out the maximum workload and the extent of influence on the performance of the company/organization employees themselves. Employees who are not disciplined in utilizing work time will have an impact on the workload that accumulates, so it takes more time than the normal time specified to complete the tasks charged. The number of tasks and responsibilities given to an employee causes the results achieved to be less than optimal because employees only have a little time to complete many tasks. If this happens often, it will also impact the performance of the employees themselves.

Motivation according to (Wexley &; Yukl, 1977) is something that raises the spirit or encouragement of work. Motivation as a willingness to try as optimally as possible in achieving organizational goals that are influenced by the ability to satisfy several individual needs.

In (Sutrisno, 2009) is something that raises enthusiasm or work encouragement. Motivation as a willingness to try as optimally as possible in achieving organizational goals that are influenced by the ability to satisfy several individual needs. One important aspect in the company to improve or maintain the work ethic of employees to remain persistent and active in working to increase or maintain work productivity is to provide motivation (stimulating power) for employees so that the enthusiasm to work of employees does not decrease. The enthusiasm of these workers is needed by a company because with high enthusiasm employees can work with all the power and effort they have (not half-hearted) so that maximum productivity and allow the realization of the goals to be achieved. According to George R.Terry, et al, 2005 (in his book Matutina. et al, 1993) said that motivation is to make someone work more accomplished.

While Ravianto, 1986 in his book there are several factors that can affect performance motivation, namely superiors, colleagues, physical means, policies and regulations, monetary service rewards, types of work. Thus, it can be said that motivation is basically a mental state that encourages action or activities and provides strength that leads to the achievement of needs, gives satisfaction or reduces imbalances.

Work discipline according to (Malayu Hasibuan 2005) is a person's awareness and willingness to obey company regulations and applicable social norms. The results of research conducted by Susanto (2019: 10-11) stated that work discipline has a positive and significant influence on employee performance variables, because it is formed by leaders to be applied by their subordinates so as to create a sense of responsibility for their work because employees are aware of their obligations and will certainly prioritize work results

which is good according to the established standards. Work Discipline is a force that develops in the body of employees and causes employees to adjust to voluntary and regulatory decisions and high values of work and behavior (Hamali, 2016)

The Center for Chemistry and Packaging (BBKK) is a technical implementation unit structurally under the Industrial Research and Development Agency (BPPI), Ministry of Industry. BBKK has the task and function to carry out research and development and provide technical services in the chemistry and packaging to the business world. So the success achieved by the Center for Chemistry and Packaging is certainly greatly influenced by the success of its employees. So that the success or failure of an employee at work will be known if the company implements an employee performance appraisal system. Human Resources are the main actors in every organizational activity because humans are always planners, actors, and determinants of achieving an organizational goal.

In accordance with the problem formulation, this research was conducted with the following objectives: 1) To determine and analyze the effect of workload on employee performance. 2) To know and analyze the effect of work motivation on employee performance. 3) To know and analyze the effect of work discipline on employee performance.

With the results of this research, it is expected to contribute to further research to develop science in general and human resource management in particular. This research is a requirement for researchers to obtain a bachelor's degree in management. In addition, this research is also expected to be able to add insight and knowledge and become a reference for the community in general and writers in particular. As input that can be considered by the leadership in determining policy, especially in Subag. Staffing about workload, work motivation, and work discipline. The results of this research are expected to be a study of science and add references in the world of science related to human resource management, especially workload, motivation, and work discipline on employee performance.

METHODS

The object of research studied is Employee Performance which Workload, Work Motivation, and Work Discipline in employees of the Center for Chemistry and Packaging influence. In this study there are 3 independent variables (X) and one dependent variable (Y), namely:

a) The independent variables consist of: Workload (X1), Work Motivation (X2), and Work Discipline (X3).
b) The dependent variable (Y) is Employee Performance.

As for data measurement techniques, it is carried out using questionnaires. Respondents only choose one answer from each question item presented in the questionnaire that is in accordance with the reality faced in the organization/company environment. So the questionnaire filled out by respondents was written quantitatively in the form of a Likert scale, namely Strongly Agree (SS) was given a score of 5 (five), Agree (S) was given a score of 4 (four), Neutral (N) was given a score of 3 (three), Disagree (TS) was given a score of 2 (two), Strongly Disagree (STS) was given a score of 1 (one).

Table 1. Weighting Respondents' Answers with Likert Scale

Indicators	Assessment Score
Totally Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Source: Sugiyono (2014:168)

Research instruments that use the Likert scale can be made in the form of checklists or multiple choice. In the process of this research there are plans and stages prepared by researchers. The plans and stages of research activities are as follows:

Table 2. Research Plan and Stages

No.	Action Plan	September 2021	October 2021	November 2021	December 2022	January 2022
1.	Proposal Preparation	███	███			
2.	Seminar Proposal		███			
3.	Data Collection			███		
4.	Data Report Processing			███	███	
5.	Preparation of Final Report / Thesis					███

Data Sources

The data source in this study was obtained from the distribution of questionnaires through google forms filled out by respondents employees of the Center for Chemistry and Packaging of the Ministry of Industry. The method used is data collection by providing questions to respondents by questionnaire guide containing questions about the Effect of Workload, Work Motivation, and Work Discipline on Employee Performance.

Data Type

The type of data used in this study is quantitative descriptive, that is, the type of data used to analyze the relationship between variables. This data can be measured or calculated directly, in the form of information or explanations expressed by numbers or in the form of numbers.

The data source used in this study was questionnaire answers from all Chemical and Packaging Center employees. According to (Sugiyono, 2014), a Questionnaire is a data collection technique where participants/respondents fill in questions or statements and then, after being filled in, completely return to the researcher.

And the type of data used in writing this thesis is primary data in the form of direct observation through questionnaires distributed to respondents.

Population and sample

Population

Sugiyono (2014: 119) Population is a generalized area consisting of: objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population used in this study was 120 employees from several departments.

Sample

The sample taken as respondents is in employees using random sampling techniques that provide equal opportunities for each member of the population to be selected as a member of the

sample.

Sugiyono (2014: 120) Sample is part of the number of characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, energy, and time, then the researcher can use samples taken from that population.

To determine the sample size can use the method of Slovin and Isaac Michael as follows:

$$n = \frac{N}{1+(N \times e2)}$$

Where:

n = Sample size

N = Total population

1 = Constant

E2 = Error rate (5%)

$$\textbf{1.1} \quad \textbf{n} = \frac{\textbf{120}}{\textbf{1 + (120 x (0.05)}^2\textbf{)}}$$

= 92.30 Rounded up to 92 employees.

The calculation results with an error rate of 5%, the sample to be taken is 92 employees.

RESULTS

The object of this study is Employee Performance which is influenced by Workload, Work Motivation and Work Discipline at the Center for Chemistry and Packaging. The target object to be examined in this study is Employee Performance in terms of Workload, Work Discipline, and Work Motivation. The characteristics of respondents were included in this study for descriptive analysis purposes. Respondent characteristics are data about respondents' personal circumstances that are needed to make it easier for the author to analyze respondent data, so that the characteristics of respondents as a whole can be known based on a list of statements. Such as gender, age, level of education and length of service.

Brief History of the Center for Chemistry and Packaging

Located in Pekayon Pasar Rebo, East Jakarta. The Center for Chemistry and Packaging (BBKK) is a technical implementation unit structurally under the Industrial Research and Development Agency (BPPI), Ministry of Industry. BBKK has the task and function to carry out research and development and provide technical services in the field of chemistry and packaging to the business world. Great potential in supporting the growth of national industry to meet domestic and international needs. BBKK has a very important role in developing studies in the field of chemistry and packaging, both product studies, processes and process technology BBKK is carrying out research, development, cooperation, standardization, testing, certification, calibration and competency development of the chemical and packaging industry. In carrying out its duties, the BBKK of the Ministry of Industry is equipped with facilities and infrastructure like laboratory research laboratory test Test house for the development of research, workshops, libraries and trained human resources.

Table 3. Brief History of BBKK Ministry of Industry

Year	Information

1938	Central Beeuraau Voor Techniche Onderzokingen
	In 1938 in Batavia Central (now Central Jakarta) under the name Central Beeuraau Voor Techniche Onderzokingen which later changed its name to Central Beureaau Institute Techniche Onderzokingen with the address Jl. Karang Anyar, Central Jakarta.
1950	Central Beureaau Institute Techniche Onderzokingen Renamed Industrial Research Hall.
1960	Industrial Research Agency Under the auspices of PN. PR Mupiksa Yasa Ministry of Industry under the name Industrial Research Institute (BPI).
1968	Industrial Research Institute In 1968 the Industrial Research Center was managed by the Institute for Industrial Research and Industrial Education, Ministry of Industry.
1971	Industrial Research Institute The Industrial Research Center is managed by the Center for Industrial Research and Development of the Chemical Industry, Ministry of Industry.
1980	Center for Chemical Industry Changed its name to Balai Besar Industri KImia (BBIK) under the Industrial Research and Development Agency, Ministry of Industry, with functions and tasks directed at research and development of the Chemical Industry sector, especially the fertilizer, petrochemical and organic chemical fermentation industries.
1985	Moved to the current location on Jl Balai Kimia No.1, Pekayon, Pasar Rebo, East Jakarta.
2002	Center for Chemistry and Packaging in 2002 changed to Balai Besar Chemistry and Packaging (BBKK).

Source : http://bbkk.kemenperin.go.id/

In this study, the author conducted a study on 92 respondents by giving several questions in the form of questionnaires. Data analysis is carried out using statistical methods whose calculations use tools through the SPSS (Statistical Product and Service Solution) application. To obtain an overview of employee characteristics, the following will be stated the identity of respondents based on gender classification, age, last education, and length of service obtained from the Center for Chemistry and Packaging. Through this description of respondent identity, it is hoped that a deeper understanding of the background of research respondents can be obtained, so that it is expected to understand the tendency of the answers given by respondents.

Characteristics of respondents by gender

The profile of respondents is seen based on the gender of employees who work at the Center for Chemistry and Packaging, namely men and women the object of questionnaire distribution. The total number of respondents who filled out this questionnaire was 92 respondents from the number of both.

Table 4. Percentage of characteristics by gender

Gender	Number of Respondents
Male	39
Woman	53
Total	**92**

Source : Questionnaire Results Data
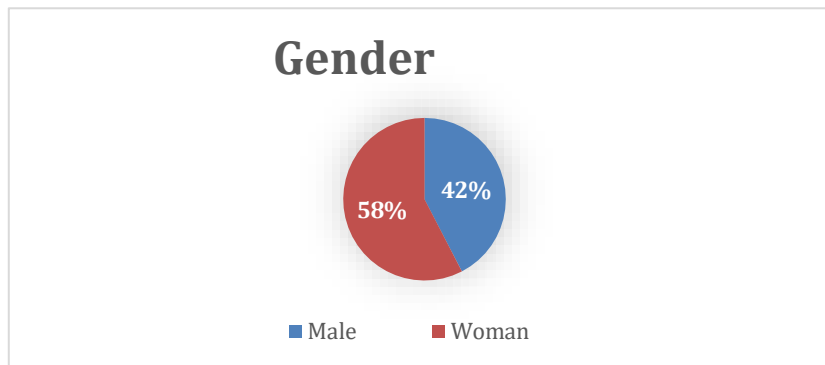
Source : Primary Data Processed

Figure 1. Percentage Chart of Respondents by Gender

Based on figure 1 above, it can be known that 39 male respondents or 42% of the total respondents. As for female respondents, there were 53 employees or 58% of the total respondents. The data shows that the number of employees at the Center for Chemistry and Packaging of the Ministry of Industry who are female dominates more than male employees.
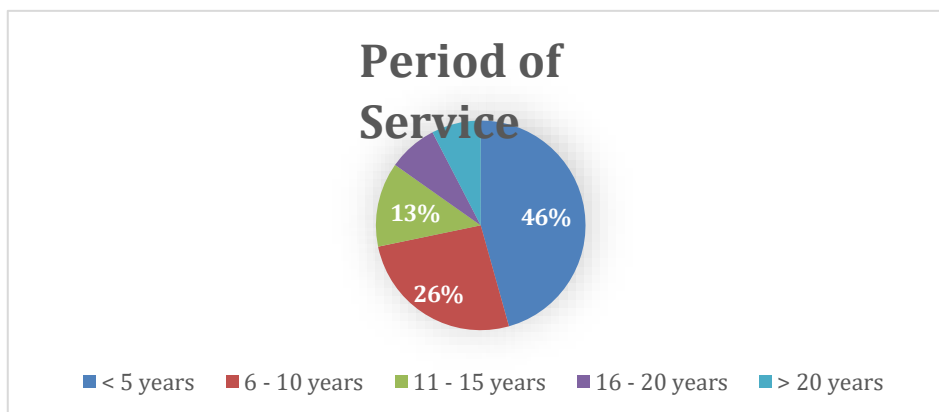
Characteristics of respondents by length of service

Employee tenure needs to be considered in this study as a reference to see whether employee tenure goes in line with how employee mastery of the work given by the agency. Researchers grouped the working period of employees of the Center for Chemistry and Packaging starting from the working period of < 5 years, 6 - 10 years, and 11 - 15 years, 16 - 20 years, and > 20 years.

Table 4. Characteristics of respondents by length of service

No	Period of Service	Number of Respondents
1.	< 5 years	42 people
2.	6 – 10 years	24 people
3.	11 – 15 years	12 persons
4.	16 – 20 years	7 persons
5.	> 20 years	7 persons
	Total	**92 people**

Source : Questionnaire Results Data

Source : Primary Data Processed
Figure 2. Percentage Chart of Respondents by Length of Service

Based on figure 2 of the research results of 92 respondents studied, there are 42 employees who have a working period of <5 years with a percentage of 46% of the total respondents, 24 employees who have a working period of 6 – 10 years with a percentage of 26% of the total respondents, 12 employees who have a working period of 11 – 15 years with a percentage of 13%, 7 employees who have a working period of 16 – 20 years with a percentage of 7% of the total respondents, and 7 employees who have a service period of > 20 years with a percentage of 8% of the total respondents. This shows that the number of employees when categorized based on working period is dominated by employees with < 5 years of service.
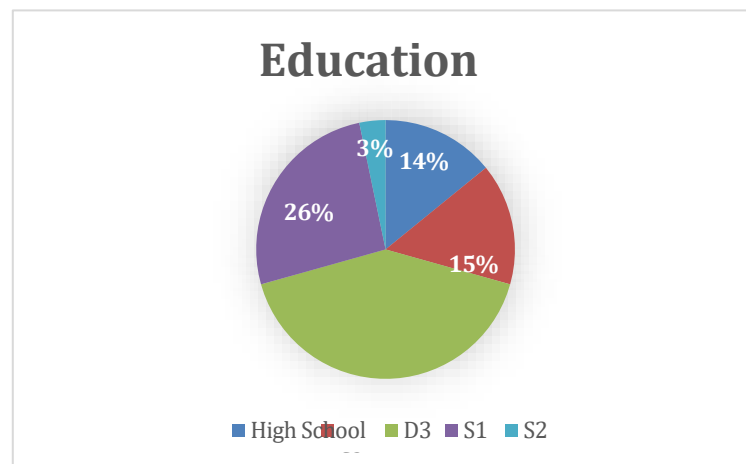
Characteristics of respondents based on recent education

The respondents studied must have different levels of education, therefore the researchers grouped respondents based on 5 (five) levels of education, namely, high school, D3, S1, S2 and S3.

Table 5. Characteristics of respondents based on recent education

No.	Education	Number of Respondents
1.	High School	13 people
2.	D3	14 people
3.	S1	38 people
4.	S2	24 people
5.	S3	3 persons
	Total	**92 people**

Source : Questionnaire Results Data

Source : Questionnaire Results Data
**Figure 6. Percentage Chart of Respondents Based on Recent Education**

Based on table 4.4 above, from the results of research on 92 respondents of employees of the Center for Chemistry and Packaging of the Ministry of Industry, data were obtained with the latest education at the high school level as many as 13 employees or 14% of the total respondents, employees who had a D3 education level as many as 14 people or 15% of the total respondents, employees who had an S1 education level as many as 38 employees or 42% of the total respondents, employees who have an S2 education level of 24 employees or 26%, and employees who have an S3 education level of 3 people or 3% of the total respondents. The data shows that more employees are taking the last Bachelor (S1) education because S1 education is the most ideal level of education in accordance with the characteristics and procedures set at the Center for Chemistry and Packaging of the Ministry of Industry.
Characteristics of respondents by age

The authors in this study grouped respondents by age, divided into 5 groups, namely < 20 years, 21 – 30 years, 31 – 40 years, 41 – 50 years, > 50 years. The explanation is in the table below which shows the age of respondents at the Center for Chemistry and Packaging of the Ministry of Industry.

Table 6. Characteristics of respondents by age

No	Age	Number of Respondents
1.	< 20 years	1 person
2.	21 – 30 years	59 people
3.	31 – 40 years	15 persons
4.	41 – 50 years	12 persons
5.	> 50 years	5 persons
	Total	**92 people**

Source : Results of Questionnaire Data Processing
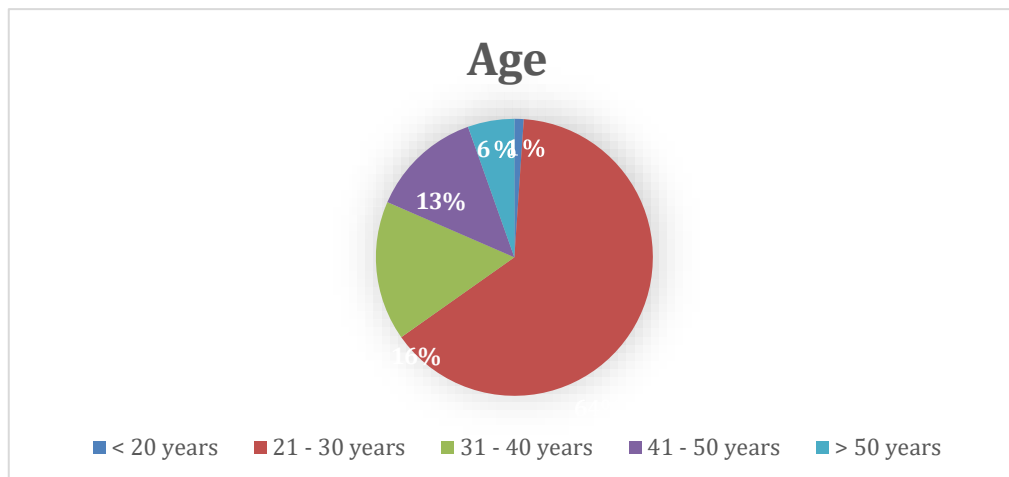
Source : Results of Questionnaire Data Processing
Figure 3. Characteristics of respondents by age

Based on figure 3, it can be seen that the grouping of 92 respondents studied based on age, namely employees aged < 20 years totaling 1 employee, aged 21 – 30 years as many as 59 employees, aged 31 – 40 years as many as 15 employees, aged 41 – 50 years as many as 12 people, and those aged > 50 people as many as 92 employees. From these data, it shows that the Center for Chemistry and Packaging of the Ministry of Industry is dominated by employees aged 21-30 years, this age is the productive age of humans, so that at that age employees can do a good job and are able to develop a job periodically.

Complete Results of Research Estimates

Descriptive Analysis Results

The results of the descriptive test for the average count of each statement on each variable will be described in this section. The variables studied consist of independent variables, namely Workload (X1), Work Motivation (X2), and Work Discipline (X3), as well as the specific variable, namely Employee Performance (Y), where variable X1 consists of 6 questions, and variables X2, X3, and Y each consist of 8 questions. Data analysis was carried out using statistical calculation methods using computer tools through the SPSS 26 program.

Table 7. Average Total Mean and Total Workload Mean (X1)

Working Conditions	Mean
1. The daily workload is up to standard my job.	**3,83**
2. The current number of employees is enough to handle the work at hand.	**3,72**
Average Total Mean	**3,77**
Use of Time	**Mean**
3. I can manage my time well in work.	**4,23**
4. Time given in to complete The work is enough for me to finish it.	**4,04**
Average Total Mean	**4,13**

Time to achieve	Mean
5. Tasks that are always given are sometimes of a nature suddenly with a short period of time.	**3,79**
6. The work handled has been able to fulfill targets to be achieved.	**4,03**
Average Total Mean	**3,91**
Average Total Mean Workload (X1)	**3,93**

Source : Data Processed January 2022

Based on table 7. above, the average total mean Workload (X1) overall result was 3.93, which means that most respondents agreed. The highest average mean value is found in the time usage indicator with a value of 4.13. And the lowest mean value is found in the indicator of working conditions with a value of 3.77.

Table 8. Average Total Mean and Total Mean of Work Motivation (X2)

Appreciation	Mean
1. There are bonuses and rewards given agency/company to employees.	**4,27**
2. There is a promotion that has been given agency/company to employees.	**4,09**
Average Total Mean	**4,18**
Social Relations	**Mean**
3. My co-workers and I have a good relationship and Support each other.	**4,40**
4. The relationship with my boss is well established and harmonious.	**4,25**
Average Total Mean	**4,32**
The necessities of life	**Mean**
5. The salary given has been able to meet the needs my life.	**3,91**
6. Agencies/companies provide security guarantees in the form of health insurance or work accidents to its employees.	**4,22**
Average Total Mean	**4,06**
Success in Work	**Mean**
7. My performance is appreciated by superiors both in quality nor quantity.	**4,07**
8. Your boss will give me compliments when I complete tasks on time.	**3,91**
Average Total Mean	**3,99**
Average Total Mean Work Motivation (X2)	**4,13**

Source : Data Processed January 2022

Based on table 8 above, the average result of the overall Work Motivation (X2) average of 4.13

can be obtained, which means that most respondents agree. The highest average mean value is found in the employment relations indicator with a value of 4.32. And the lowest mean value is found in the success indicator at work, which is with a value of 3.99.

Table 9. Average Total Mean and Total Mean of Work Discipline (X3)

Presence	Mean
1. I came to work just in time.	4,54
2. I am never absent from my job without reason.	4,46
Average Total Mean	**4,50**
Observance of Work Rules	**Mean**
3. I work according to the work procedures that have been Set.	4,50
4. I use office equipment well.	4,49
Average Total Mean	**4,49**
Observance of work standards	**Mean**
5. I am always at the office desk during working hours last.	4,34
6. The distance between residence and place of work is not affect my time to be negligent in work.	4,30
Average Total Mean	**4,32**
High Alert Level	**Mean**
7. I have always had a good sense of personal responsibility. high in work.	4,40
8. I have always respected each other's opinions.	4,41
Average Total Mean	**4,40**
Average Total Mean of Work Discipline (X3)	**4,42**

Source : Data processed in January 2022

Based on table 9 above, the average result of the overall Work Discipline (X3) mean is 4.22, which means that most respondents agree. The highest average mean value is found in the attendance indicator with a value of 4.50. And the lowest mean value is found in the indicator of compliance with work standards with a value of 4.32.

Table 10 Average Total Mean and Total Mean of Employee Performance (Y)

Effective	Mean
1. I am earnest in carrying out my duties that Given.	4,61
2. I have individual abilities in carry out the assigned tasks.	4,49
Average Total Mean	**4,55**
Efficient	**Mean**
3. Target work and tasks from the agency/company I can fulfill it well and carefully.	4,39

4.	I was able to complete the appropriate amount of work with the set by the agency/company.	**4,30**
	Average Total Mean	**4,34**
	Quality	**Mean**
5.	I took the initiative to find the best way to improve the quality of work.	**4,41**
6.	I can achieve the quality standards of work set by the agency/company well and Optimal.	**4,20**
	Average Total Mean	**4,30**
	Timeliness	**Mean**
7.	I am always punctual in getting work done given.	**4,23**
8.	I have high morale for Pursue job targets ordered by superiors.	**4,35**
	Average Total Mean	**4,29**
	Average Total Mean Employee Performance (Y)	**4,36**

Source : Data processed in January 2022

Based on table 4.9 above, the results of the respondent's assessment of Employee Performance (Y) as a whole amounted to 4.36, which means that most respondents agreed. The highest average mean value is found in the effective indicator with a value of 4.55. And the lowest mean value is found in the punctuality indicator with a value of 4.29.

Multiple Linear Analysis Results

Multiple linear analysis is a form of analysis that discusses the extent to which the influence of the independent variable on the dependent variable. The independent variables in this study are Workload (X1), Work Motivation (X2), and Work Discipline (X3), while the dependent variable is Employee Performance (Y).

The results of multiple linear regression analysis can be assessed in the following table:

Table 11. Multiple Linear Regression Analysis Results
Coefficientsa

Type	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. error	Beta	t	Sig.
(Constant)	4,443	1,891		2,349	0,21
Workload (X1)	,210	,089	,181	2,362	,020
Work Motivation (X2)	,039	,063	,047	2,614	,041
Work Discipline (X3)	,684	,069	,711	9,907	,000

a. Dependent Variable: Kinerja_Pegawai_Y
Source: SPSS 26 Data Processing Results

Based on the results of multiple linear regression analysis referring to table 11, it can be seen

that the multiple linear regression equation is as follows:

$$Y = 0.181 \, X1 + 0.047 \, X2 + 0.711 \, X3$$

Information:

Y   = Employee Performance

X1   = Workload X2 = Work Motivation X3 = Work Discipline

The regression equation above shows a constant of 4.443 and can be explained that:

The Workload variable has a regression coefficient of 0.181 meaning that if the workload increases by one unit, then employee performance will increase by 18.1% with an error standard of 0.089 if the variables of work motivation and work discipline are constant. The Work Motivation variable has a regression coefficient of 0.047 meaning that if work motivation increases by one unit, then employee performance will increase by 4.7% with a standard error of 0.063 if the variables of workload and work discipline are constant.

The Work Discipline variable has a regression coefficient of 0.711, meaning that if work discipline increases by one unit, then employee performance will increase by 71.1% with a standard error of 0.069 if ta. The results show that the three independent variables namely Workload, Work Motivation, and Work Discipline have a positive influence on the variables tied to Employee Performance. Thus, if workload, work motivation, and work discipline increase, employee performance variables will also increase.

CONCLUSION

Based on the results of research on employee performance at the Center for Chemistry and Packaging of the Ministry of Industry the results of analysis and discussion that have been carried out, in this study the author draws conclusions that: 1) The conclusion on the Workload variable (X1) has a positive and significant effect on employee performance at the Center for Chemistry and Packaging of the Ministry of Industry with multiple linear regression test results of 0.181 or 18.1%. What can be concluded is that the workload factor needs to be considered again, especially in work conditions where the current number of employees still has the lowest average point of 3.72 which means that the workload has not been balanced with existing Human Resources. 2) The conclusion on the Work Motivation variable (X2) has a positive and significant effect on employee performance at the Center for Chemistry and Packaging of the Ministry of Industry with the results of a double linear regression test of 0.047 or 4.7%. It can be concluded that if management rewards the results of production or organizational innovation, it can help improve employee performance because employees feel valued and the results of their hard work are not in vain. And it is also very influential to overcome problems in fluctuations in the realization of targets that have been planned by management in order to achieve organizational goals. 3) The conclusion on the Work Discipline variable (X3) has a positive and significant effect on employee performance at the Center for Chemistry and Packaging of the Ministry of Industry with multiple linear regression test results of 0.711 or 71.1%. This result can be interpreted if the better the understanding of employees about the importance of work discipline, especially in the attendance indicator with an average of 4.50. This will greatly help in achieving the targets that have been planned by the organization's management. 4) The conclusions on Workload, Work Motivation, and Work Discipline above which positively and significantly affect Employee Performance at the Center for Chemistry and Packaging of the Ministry of Industry are also supported by the results of research coefficient of determination (R^2) explained at 74.4%, meaning that the variables Workload, Work Motivation, and Work Discipline affect the variables of Employee Performance, while the remaining 25.6% are influenced by other variables that are not analyzed in the study Ini.

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