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The Effect of Workload and Demographic Characteristics on Employee Performance: A Case Study of Secretariat Division Employees at the Subang District Court

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Abstract

Employee performance is essential to the effectiveness of public organizations, particularly judicial institutions confronted with complex administrative demands and public service responsibilities. This study examines the effects of workload and demographic characteristics on employee performance at the Subang District Court. A quantitative associative design using a survey method was employed. The study involved all 70 employees, selected through saturated sampling. Data were collected using a Likert-scale questionnaire, observations, and documentation and analyzed through multiple linear regression, classical assumption testing, t-tests, an F-test, and the coefficient of determination. The findings indicate that workload does not have a statistically significant individual effect on employee performance, whereas demographic characteristics have a positive and significant effect. Collectively, workload and demographic characteristics significantly influence employee performance and explain 24% of its variance. These findings demonstrate that demographic characteristics play a more prominent role than workload in explaining employee performance within the examined organizational context. The study contributes empirical evidence concerning the determinants of employee performance in a judicial institution and highlights the importance of considering individual characteristics in public-sector human resource management. Practically, the findings support more

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effective workload allocation and competency-based employee placement to strengthen organizational performance.

Keywords: Demographic Characteristics; District Court; Employee Performance; Human Resource Management; Workload

INTRODUCTION

Human resources are recognized as one of the most important elements in achieving organizational effectiveness because employees are responsible for translating organizational objectives into actual performance outcomes. In public institutions, the quality of human resources becomes increasingly important because employee performance directly reflects the institution's ability to provide accountable and effective services. Human resource management is therefore required to develop employee competence, commitment, and productivity through systematic organizational strategies (Dessler, 2020). Effective management of employees enables organizations to optimize individual capabilities while maintaining alignment between personal contributions and institutional goals (Arraniri et al., 2021). Furthermore, human resource development has become a strategic priority because organizational sustainability depends greatly on how institutions manage employee potential and performance improvement processes (Sakti et al., 2023).

Employee performance represents a major indicator of organizational success because it reflects the extent to which employees accomplish assigned responsibilities according to expected standards. Performance is not only determined by technical ability but also influenced by motivation, organizational support, working conditions, and individual characteristics. Mangkunegara (2021) explains that employee performance is closely related to the quality and quantity of work achieved by individuals in accordance with their responsibilities. Similarly, Widodo and Yandi (2022) emphasize that employee performance is influenced by various factors, including competence, compensation, and motivation. In government institutions, improving employee performance becomes particularly important because employees are expected to maintain professionalism while fulfilling complex administrative responsibilities (Suwarto, 2020).

One of the factors that may influence employee performance is workload. Workload refers to the amount of tasks, responsibilities, and demands that employees must complete within a certain period. Excessive workload may create physical and psychological pressure,

reduce concentration, and influence employees' ability to maintain consistent performance. Research conducted by Cahyati et al. (2024) demonstrates that workload is closely associated with employee stress conditions, particularly when job demands exceed individual capacity. Furthermore, workload imbalance may affect performance because employees experience difficulties in maintaining productivity under continuous pressure (Danarsih et al., 2021). Previous studies also indicate that workload management is an important organizational consideration because inappropriate workload distribution may reduce employee effectiveness and satisfaction (Nurhandayani, 2022).

The relationship between workload and employee performance becomes more complex within public service institutions, particularly judicial organizations. Employees working in court institutions are required to complete administrative processes, manage case-related documents, and ensure accuracy in accordance with established procedures. These responsibilities require employees to maintain high levels of concentration, discipline, and accountability. Previous research suggests that workload may negatively influence performance when employees experience excessive demands without sufficient organizational support (Sukmawati & Hermana, 2024). However, other studies indicate that employees may maintain performance despite high workloads when supported by experience, competence, and effective management systems (Yuliantini & Suryatiningsih, 2021). Therefore, workload should be analyzed together with other individual factors that may explain differences in employee performance outcomes.

Besides workload, demographic characteristics represent another important factor influencing employee performance. Demographic characteristics include individual attributes such as age, educational background, employment status, and work experience, which may shape employees' capabilities and adaptation processes. Robbins and Judge (2022) explain that individual differences are important elements in organizational behavior because they influence employee attitudes, abilities, and workplace outcomes. Employees with different demographic backgrounds may demonstrate different levels of competence, problem-solving ability, and work adaptation. Research by Dinata et al. (2023) highlights that demographic characteristics contribute to employee performance because individual backgrounds influence how employees respond to organizational demands.

Previous studies have examined the influence of demographic factors on employee outcomes in various organizational contexts. Susilawati et al. (2025) found that demographic

characteristics and workload contribute to variations in employee performance. Similarly, Firdaus (2023) revealed that demographic characteristics influence employee effectiveness because individual attributes affect competence and work behavior. Ramadhani and Firmansyah (2023) further explained that workforce demographic diversity may influence organizational performance through differences in employee capabilities and perspectives. These findings indicate that demographic characteristics should be considered when organizations develop strategies to improve employee performance.

Although previous studies have provided valuable insights, several limitations remain. Most existing studies have focused on private companies, healthcare organizations, or general business environments rather than government judicial institutions. In addition, previous findings regarding workload effects remain inconsistent, where some studies identify workload as a factor that decreases performance, while others show that employees are still able to maintain performance under demanding conditions. This inconsistency indicates the existence of a research gap regarding how workload and demographic characteristics simultaneously influence employee performance in public judicial organizations. Therefore, further empirical investigation is required to provide a more specific understanding of these relationships within government institutions.

Based on this research gap, the present study proposes a comprehensive analysis by examining workload and demographic characteristics simultaneously as determinants of employee performance at the Subang District Court. The novelty of this research lies in applying an integrated framework that combines organizational workload factors and individual demographic characteristics within the context of a judicial institution. Unlike previous studies that primarily examine corporate settings, this research focuses on government employees whose duties involve administrative accuracy, legal procedures, and public accountability. This approach provides a broader perspective regarding how organizational demands and employee characteristics interact in shaping performance outcomes (Griffin, 2023).

The theoretical foundation of this study is based on human resource management and organizational behavior perspectives, which emphasize that employee performance is influenced by both internal employee characteristics and external organizational conditions. Individual factors such as motivation, discipline, and personal background may affect performance outcomes, while organizational factors such as workload and management

practices determine the environment in which employees perform their duties. Previous studies emphasize that leadership, motivation, and discipline are also important contributors to employee performance improvement (Amalia et al., 2024). In addition, employee management strategies must consider both organizational requirements and employee conditions to achieve sustainable performance improvement (Pahira & Rinaldy, 2023).

Understanding the relationship between workload, demographic characteristics, and employee performance is essential for improving human resource management practices in public institutions. Appropriate workload distribution and consideration of employee characteristics may support better task allocation, employee development, and service quality improvement. Studies on organizational performance demonstrate that factors such as motivation, discipline, and work environment contribute to employee effectiveness (Pratiwi & Wahyudi, 2021). Furthermore, employee productivity is strongly influenced by how organizations manage individual differences and working conditions (Dirgantara & Santoso, 2024).

Based on the aforementioned discussion, this study aims to analyze the influence of workload and demographic characteristics on employee performance at the Subang District Court. Specifically, this research examines the partial and simultaneous effects of workload and demographic characteristics on employee performance. The findings are expected to provide theoretical contributions to human resource management studies and practical implications for government institutions in developing more effective employee management strategies.

METHODS

This study employed a quantitative approach using a survey method to examine the effect of workload and demographic characteristics on employee performance at the Subang District Court. The quantitative approach was selected because the research aimed to measure relationships among variables objectively through numerical data obtained from respondents and analyzed using statistical procedures. The research adopted an associative research design with a cross-sectional approach. The associative design was applied to examine the relationship and influence between independent and dependent variables, while the cross-sectional approach indicates that data collection was conducted within a single period without repeated observations.

The research was conducted at the Subang District Court, located in Subang Regency, West Java. The research process was carried out in 2025 through several stages, including instrument preparation, data collection, data processing, and statistical analysis. The research participants consisted of all employees working at the Subang District Court, with a total population of 70 employees. A saturated sampling technique was applied, in which all members of the population were selected as respondents because the population size was relatively limited and accessible for complete investigation.

The research design examined three main variables: workload (X1), demographic characteristics (X2), and employee performance (Y). Workload was measured through three indicators, namely time load, mental effort load, and psychological stress load. Demographic characteristics were assessed based on age, gender, educational level, employment status, and length of service. Meanwhile, employee performance was measured through five indicators, including work quality, work quantity, responsibility, teamwork, and initiative. These indicators were developed based on the theoretical framework used in the study and operationalized into questionnaire items.

The research instrument was a structured questionnaire using a five-point Likert scale. The collected data consisted of primary data obtained through questionnaire distribution and field observation, as well as secondary data collected from documentation and literature studies. Prior to the main data collection process, the instrument was tested through validity and reliability assessments. Validity testing was conducted to evaluate whether each questionnaire item accurately measured the intended variables, while reliability testing was performed using Cronbach's Alpha to assess instrument consistency.

Data analysis was conducted through several statistical procedures. The initial stage involved classical assumption tests, including normality, heteroscedasticity, and multicollinearity tests, to ensure the feasibility of the regression model. Subsequently, multiple linear regression analysis was applied to examine the partial and simultaneous effects of workload and demographic characteristics on employee performance. Hypothesis testing was performed using t-tests, F-tests, and the coefficient of determination (R^2) to determine the contribution of independent variables in explaining variations in employee performance.

RESULTS

1. Normality Test

Table 1. Normality Test Results using the Kolmogorov-Smirnov Test

Description	Unstandardized Residual
N	70
Mean	0.0000000
Std. Deviation	3.32100570
Test Statistic	0.120
Asymp. Sig. (2-tailed)	0.014
Monte Carlo Sig. (2-tailed)	0.012

source: Compiled by the researcher (2026)

Based on Table 1. Normality Test Results using the Kolmogorov-Smirnov Test, the *Asymp. Sig. (2-tailed)* value of 0.014 and *Monte Carlo Sig.* value of 0.012 are below the 0.05 significance level. This indicates that the residual data do not fully satisfy the normality assumption based on the Kolmogorov-Smirnov test. However, considering the sample size of 70 respondents, the regression analysis remains applicable based on the *Central Limit Theorem* (CLT), which suggests that large samples tend to produce approximately normal sampling distributions. Therefore, the multiple linear regression model can still be used for hypothesis testing.

2. Multicollinearity Test

Table 2. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Description
Workload (X1)	0.861	1.161	No Multicollinearity
Demographic Characteristics (X2)	0.861	1.161	No Multicollinearity

source: Compiled by the researcher (2026)

Based on Table 2. Multicollinearity Test Results, both independent variables show a *Tolerance* value of 0.861 and a VIF value of 1.161. Since the *Tolerance* values exceed 0.10 and the VIF values are below 10, the regression model does not indicate multicollinearity. Therefore, workload and demographic characteristics can be simultaneously included in the regression model to explain employee performance. The model satisfies the multicollinearity assumption and is suitable for further statistical analysis.

3. Heteroscedasticity Test

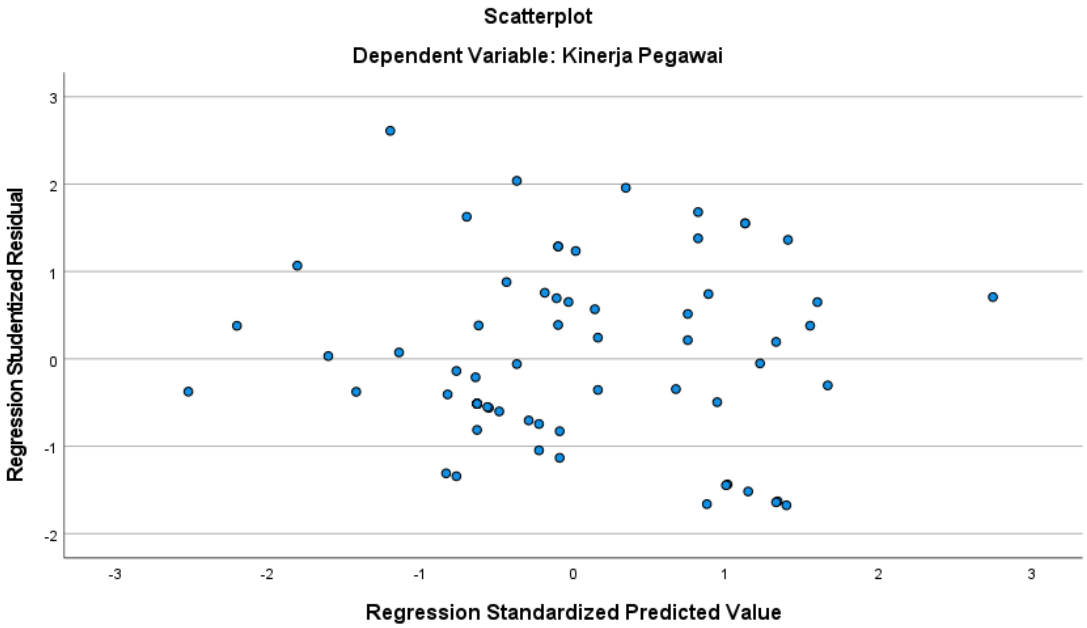


Figure 1. Scatterplot of Heteroscedasticity Test

Based on Figure 1. Scatterplot of Heteroscedasticity Test, the residual points are randomly distributed around zero and do not form any specific pattern. The scatterplot does not show a funnel shape or systematic distribution, indicating that the regression model does not experience heteroscedasticity. Therefore, the homoscedasticity assumption is fulfilled, and the model is suitable for further regression analysis.

4. Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Constant	28.615	3.992	-	7.168	0.000
Workload (X1)	-0.126	0.095	-0.153	-1.334	0.187
Demographic Characteristics (X2)	0.612	0.134	0.526	4.580	0.000

source: Compiled by the researcher (2026)

Based on Table 3. Multiple Linear Regression Analysis Results, the regression equation is: Y = 28.615 - 0.126X1 + 0.612X2. The constant value of 28.615 indicates that when workload and demographic characteristics are assumed to be constant, employee

performance has a baseline value of 28.615. The workload coefficient of -0.126 indicates a negative relationship, meaning that an increase in workload tends to reduce employee performance by 0.126 units, although its effect is not statistically significant. Meanwhile, the demographic characteristics coefficient of 0.612 indicates a positive relationship, where improvements in demographic suitability contribute to an increase in employee performance by 0.612 units. Furthermore, demographic characteristics have a more dominant influence on employee performance compared to workload. This is indicated by the larger regression coefficient (0.612) and the standardized beta value of 0.526. Therefore, demographic factors provide a stronger contribution in explaining variations in employee performance within the research context.

5. Partial t-Test

The partial t-test was conducted to examine the individual effect of each independent variable on employee performance. The decision was based on a significance level of 0.05, where a significance value below 0.05 indicates a significant effect. The workload variable (X1) obtained a significance value of 0.187, with a t-value of -1.334 and a regression coefficient of -0.126. This indicates that workload has a negative but insignificant effect on employee performance. Therefore, Hypothesis 1 (H1) is rejected. Meanwhile, the demographic characteristics variable (X2) obtained a significance value of 0.000, with a t-value of 4.580 and a regression coefficient of 0.612. This indicates that demographic characteristics have a positive and significant effect on employee performance. Therefore, Hypothesis 2 (H2) is accepted. Overall, the partial t-test results indicate that employee performance is more strongly influenced by demographic characteristics than workload, as reflected by the standardized beta coefficient of 0.526.

6. Simultaneous F-Test

Table 4. ANOVA Results of the F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	240.079	2	120.040	10.568	0.000
Residual	761.006	67	11.358		
Total	1001.086	69			

source: Compiled by the researcher (2026)

Based on Table 4. ANOVA Results of the F-Test, the regression model obtained an F-value of 10.568 with a significance value of 0.000. Since the significance value is lower than 0.05, Hypothesis 3 (H3) is accepted. These results indicate that workload and demographic characteristics simultaneously have a significant effect on employee performance. Therefore, the regression model is considered appropriate for explaining the relationship between independent variables and employee performance.

7. Coefficient of Determination Analysis (R^2)

Table 5. Model Summary Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.490	0.240	0.217	3.37021

source: Compiled by the researcher (2026)

Based on Table 5. Model Summary Results of the Coefficient of Determination Test, the *R Square* value is 0.240, indicating that workload and demographic characteristics simultaneously explain 24.0% of the variation in employee performance. Meanwhile, the remaining 76.0% is influenced by other factors outside the research model.

The *Adjusted R Square* value of 0.217 indicates that after adjusting for the number of variables and sample size, the model explains 21.7% of the variation in employee performance. Therefore, the regression model provides a moderate explanation of the relationship between workload, demographic characteristics, and employee performance.

DISCUSSION

The findings of this study provide important insights into the relationship between workload, demographic characteristics, and employee performance among employees at the Subang District Court. The results indicate that workload does not have a statistically significant effect on employee performance, although the regression coefficient shows a negative direction (β = -0.126; Sig. = 0.187). This finding suggests that an increase in perceived workload tends to be associated with a decrease in performance, but the relationship is not strong enough to be considered statistically meaningful. In other words, workload fluctuations experienced by employees do not directly determine the decline or improvement of their performance. This result reflects the condition of employees in the

court environment, where administrative demands, case document processing, and procedural responsibilities have become part of their routine work patterns. The descriptive analysis also shows that employees perceived their workload at a relatively high level, with an average score of 31.20 from eight measurement items, while employee performance remained high with an average score of 42.89 from ten items. This indicates that employees are still able to maintain their performance despite facing considerable work demands.

The insignificant effect of workload expands the understanding of workload-performance relationships in organizational settings. According to Tarwaka (2014), excessive workload beyond an employee's capacity may lead to physical and psychological fatigue, which eventually reduces work quality. However, the present study demonstrates that workload does not necessarily become a dominant factor affecting performance when employees possess adequate adaptation capabilities and work experience. This finding is also related to the concept proposed by Robbins and Judge (2019), which explains that high job demands may function as workplace stressors that potentially hinder productivity. Nevertheless, in the context of the Subang District Court, employees appear to have developed professional resilience through structured procedures, familiarity with administrative processes, and continuous exposure to similar work conditions. Therefore, workload may be perceived not only as a pressure factor but also as a normal characteristic of their professional responsibilities.

In contrast, demographic characteristics were proven to have a significant and positive effect on employee performance. The regression analysis shows that demographic variables obtained a coefficient of 0.612 with a significance value of 0.000, indicating that better alignment between employee characteristics and job requirements contributes significantly to improved performance. This finding confirms that demographic factors, such as education level, employment status, and work experience, play an important role in shaping employee effectiveness. The respondent profile shows that most employees possessed a bachelor's degree background (54.3%), while the majority had worked between one and five years (47.1%) and more than five years (31.4%). These characteristics indicate that employees generally have sufficient academic capability and practical experience to support their responsibilities in court administration.

This finding supports the biographical characteristics perspective proposed by Robbins and Judge (2019), which emphasizes that individual characteristics, including age,

education, and tenure, influence productivity, cognitive ability, and workplace effectiveness. The positive influence of demographic characteristics found in this study suggests that appropriate employee placement based on personal capacity can strengthen organizational performance. For instance, employees with longer experience may demonstrate stronger procedural understanding and accuracy in handling administrative tasks, while employees with higher educational backgrounds may contribute through analytical skills and problem-solving abilities. Thus, the novelty of this study lies in demonstrating that demographic suitability can become a more influential determinant of performance than workload intensity within a public judicial institution.

Furthermore, the simultaneous testing results reveal that workload and demographic characteristics jointly influence employee performance. The F-test shows a significance value of 0.000 with an F-statistic of 10.568, confirming that both independent variables collectively contribute to explaining variations in employee performance. The coefficient of determination indicates that workload and demographic characteristics explain 24% of performance variation, while the remaining 76% is influenced by other factors outside the research model. This finding highlights that employee performance is a multidimensional phenomenon that cannot be explained solely through workload and demographic factors. Consistent with Mangkunegara (2017), employee performance represents the achievement of work outcomes in terms of quality and quantity based on assigned responsibilities. Therefore, organizational factors such as leadership, motivation, discipline, compensation, and work environment may also contribute to performance development.

The theoretical implication of this research is that it strengthens the understanding of human resource management by emphasizing the importance of demographic compatibility in organizational performance, particularly within government institutions. While workload is commonly viewed as a major factor affecting employee productivity, this study demonstrates that employee characteristics and organizational fit may have a stronger influence. In practical terms, the findings suggest that management at the Subang District Court should consider demographic profiles when distributing tasks and designing employee development strategies. Work allocation should not be conducted uniformly but should consider educational background, experience, and individual capabilities to achieve optimal performance.

Despite its contributions, this study has several limitations. First, the research was conducted in only one government institution, namely the Subang District Court, which limits the generalizability of the findings to other organizational contexts. Second, the study used a quantitative approach with questionnaire-based measurements, meaning that employee perceptions became the primary source of data. Future studies may consider combining quantitative methods with qualitative approaches, such as interviews or observations, to obtain deeper explanations regarding how employees adapt to workload pressures. Third, the model only examined workload and demographic characteristics, while the determination coefficient shows that other variables explain a larger proportion of performance variation. Therefore, future research may incorporate additional factors such as leadership style, organizational culture, motivation, discipline, or compensation to provide a more comprehensive understanding of employee performance determinants. Overall, this study contributes by highlighting that effective performance management requires not only controlling workload but also optimizing the alignment between employee characteristics and organizational demands.

CONCLUSION

Based on the findings of this study regarding the influence of workload and demographic characteristics on employee performance at the Subang District Court Secretariat Division, it can be concluded that employee performance remains at a highly favorable level despite facing substantial work demands. The high workload associated with judicial administrative responsibilities and strict task deadlines does not directly reduce employee performance. This finding indicates that employees are able to maintain professionalism and work quality through individual capacities reflected in demographic characteristics, including educational background, age maturity, and work experience.

The results demonstrate that workload does not have a statistically significant partial effect on employee performance. This finding indicates that variations in task volume, time pressure, and administrative demands experienced by employees do not directly determine changes in performance outcomes. In contrast, demographic characteristics have been proven to have a positive and significant effect on employee performance. This finding highlights that individual factors, such as educational level, age, and length of service, play

an important role in developing employee competence, accuracy, and effectiveness in performing judicial administrative tasks.

Simultaneously, workload and demographic characteristics significantly influence employee performance, contributing 24% to the variation in performance outcomes. This finding demonstrates that employee performance is not solely determined by external work demands but also by employees' ability to manage and respond to those demands based on their individual characteristics. Theoretically, this research contributes to human resource management studies by emphasizing the importance of individual characteristics in explaining employee performance, particularly within public sector organizations such as judicial institutions. Practically, the findings provide implications for the Subang District Court in developing more strategic human resource management practices through workload evaluation and employee placement based on individual characteristics and competencies.

Furthermore, this study reveals that a substantial proportion of performance variation remains explained by other factors outside the research model, as 76% of performance variation is influenced by additional variables. Therefore, future research is recommended to investigate other potential determinants of employee performance, including work motivation, compensation, work environment, leadership, and discipline. Future studies may also expand the research scope through broader samples or adopt mixed-method approaches involving in-depth interviews to obtain a more comprehensive understanding of the factors influencing employee performance.

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