

The Influence of Workload and Competence on Employee Performance

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ABSTRACT

Many factors affect performance, including workload. The workload is the process in establishing the hour number of working for the workers, it is used in completing a job for a certain period. In addition, there is other factor that affects performance. They are competencies. Competence is a character that shows the behavior and work performance of worker. The aim of the study is finding the effect of competence and workload on employee's performance. The data is obtained by distributing questionnaires to 35 employees as respondents. The structure of this research is a verification research structure. The results show that workload has no effect on workers' performance and competence affects their performance partially.

Keywords

Workload, competence, employee performance

Introduction

The national footwear industry can achieve its abilities on the global scene by being able to produce diverse qualities and innovative products. In 2018, the Indonesia footwear industry's production is 1.41 billion pairs, the same with contributing 4.6 percent of the world's total shoes production. Regarding this achievement, Indonesia is ranked as the 4th footwear manufacturer in the world after China, India, and Vietnam. Besides that, Indonesia has become the 4th largest shoes of consumer country with a procurement of 886 million shoes (Kemenperin, 2019). According to the 2019 World Footwear Yearbook report, Indonesia is the fourth-largest footwear production center in the world with a total production of 1,271 million shoes. Indonesia is also the third-largest exporter of footwear products in the world, with a total of 406 million pairs of footwear (Kemenperin, 2020).

Human Resources are very important factor in both large and small organization scale. In every organization, the existence of human resources factors cannot be taken lightly, because with good-qualified human resources, it will push the company to better direction (Sutrisno, 2017).

The result of performance itself are qualities and quantities that are received by the workers in taking the responsibilities on works that are given to them. Performance is the result of a process (Sudarmanto, 2014).

Many factors affect performance, including workload. The workload is the process in establishing the hour number of working for the workers, it is used in completing a job for a certain period. By doing workload analysis, it can prevent stress or work pressure. Not only workload that is likely to make an employee have a low performance but also time pressure and concentration on information will greatly affect employees in getting the job to be done (Suci, 2017).

In addition, there is other factor that affects performance. They are competencies. Competence is a character that shows the behavior and work performance of worker. (Spenser & Spenser, 1993). Competency is important for organizations to keep developing because competency shows an overview of each individual's basic ability to perform their roles professionally and competitively. Competence can help manager to create a value contribution to develop business strategies and build culture (Noe, 2019). Based on the background, I am interested in investigating workload effect and competence on staff's performance.

Literature Review

Performance

The Employee Performance that Bernardin stated in Sudarmanto (2014) is as follows. Performance

is a record of results produced on certain work functions or activities during a certain period. Performance is the result when workers do their jobs, such as the standard of work results, targets, or certain criteria that has been decided and agreed (Veithzal, 2005). Employee performance is not just information that is able to do promotion or salary determination for the company. But it depends how the company can motivate employees and develop a plan to improve performance and deterioration can be avoided.

Rivai (2008) stated that the aspects assessed in performance can be grouped into three groups namely: 1) Technical Ability, it is the ability to use the information, system, producers and apparatus to do the tasks, experience and training. 2) Conceptual Ability, it is to understand the complexity of the organization and adjustment of the motion field of each unit into the organizational operation field as a whole, which is for the individual instinct is to understand the duties, functions, and responsibilities as an employee 3) Interpersonal Relationship Ability, it is the ability to work with others, motivate employees to negotiate and others. While Bernarddin in Sudarmanto (2014) said that performance is influenced by various dimensions *such as dimension* quality, dimension quantity depends on amount produced, dimensions timeless means length of time to complete the work by the scheduled time, Dimension cost-effectiveness (effectiveness) related to using fewer resources than the specified amount, supervision dimension is the ability of the individual to work independently, to be able to complete works without the help of superiors and interference from the involvement of superiors, and *lastly, dimension interpersonal impact* is work benefits for others.

Workload

Someone's workload is already fixed in the shape of work standards stated by the type of work. If all workers work depends on the company standards, there will be no problems. On the other hand, if the workers work below standard, it means overworked and the workload increase. Meanwhile, if the employee works above the standard, the estimated standard set will be lower

than the capacity of the employee (Suwatno & Donni, 2016).

According to Tarwaka (2015), the workload can be defined as differences between workers' skill and the demands of the task they get in the company. Human works including their physic and mental and they have different level of burden.

Factors that affect workload according to Soleman (2011) are: 1) External or outside factors is a burden that is not from employees' themselves, for example Number of squeezes, work for an organization, and work environment, 2) Internal or inside factors is a factor that is in workers' body yet the cause is because of the outside workload that have the potential to be stressors, including somatic factors like age, genders, type of body and health condition and psychic factors like desire and motivation. Workload measurement can be done in several procedures, but Muskamal (2010) has classified broadly that there are three categories of workload measurement namely: 1) Subjective measurement, i.e. measurements based on assessment and pioneering by workers to the workload thus they feel in completing a task, 2) Performance measurement, namely measurements that have been obtained through observation of aspects of behavior/activities displayed by workers, 3) Physiological measurements, namely measurements that measure the level of workload by knowing some aspects of the physiological response of workers when completing a particular task/work.

Competence

Competence is an important characteristic of an individual who causes the concerned to produce superior performance in the work, role or situation, or condition that is individual's responsibility (Imron 2020). Competencies are sets of skills knowledge, and characteristics in every individual that make employee to perform their jobs (Noe, 2019).

According to Mc. Clelland in Sedarmayanti (2011) competence is a fundamental characteristic that one individual has a direct effect on, or can predict excellent performance. Wibowo (2012) explained that competence is an ability to carry

out a job based on skills and knowledge and supported by the attitude of work required by the job.

The five characteristics of competence as quoted by Sedarmayanti (Spencer, 1993) mention as stated below. 1) Motives, that are encourage something that is consistently thought/desired by someone who causes an action. The motive of moving, and selecting behavior towards a particular activity or purpose and staying away from certain people. 2) Traits, physical character traits and same responses to mixed information. 3) Personal concepts, are attitude and self-image; are people's perception of him or her and evaluation of his image including self-esteem. 4) Knowledge, is the knowledge that an individual has in a specific field. 5) Skills, are the ability to do certain physical or mental tasks that indicate a system or sequence of behaviors that are functionally related to the achievement of performance goals.

The Effect of Workload and Competence on Performance

The workload effect on workers' performance is from Lisnayetti. Lisnayetti (2006) stated that there is a connection between workload to employee performance, if the workload is high it will cause performance to decrease or it can be explained that the higher the workload received by an employee, it will affect the performance of the employee and vice versa. Other research also mentioned that workload give a negative effect on performance (Soesatyo, 2014).

Setyawan and Kuswati (2006) said that if the workload continues to increase without the appropriate division of workload, employee performance will decrease. Excessive workload occurs when employees are expected to perform more work tasks than available time. Artadi (2015) revealed that workloads have a positive and good effect on performance, because it leads to improved performance. Shah et al. (2011) stated that workloads have a positive effect on performance where high workloads make performance assessments are carried out by supervisors is very important because it relates to the performance and the number of commissions received by employees.

Based on this, hypothesis one is H1: Workload affects Performance.

Competence

Adequate competence owned by each employee will also improve the performance of employees. as research conducted by Yunus (2012) and Rudlia (2016) stated that competence has a positive impact to employee performance. The higher competence owned by employees, the performance of employees will be increasing. The second hypothesis proposed in this study is H2: Competence affects Performance.

Methodology

The method of this research use verification research which is designed to inspect the possibility of a relationship between some variables (Sugiyono, 2018).

Data collection was conducted through surveys by distributing questionnaires to respondents. The questionnaires were adapted from previous researchers, using a Likert scale on a scale of 1 to 5 where one was strongly disagreed and five strongly agreed.

The population of the respondent in this study was 35 employees. Because the population is small, the sampling used in the study is a saturated sampling. That means all the population was respondents in this study.

Results and Analysis

Respondent Profile

The criteria of respondents in the study influenced workload, and competence on employee performance is based on the gender of respondents. There are known to be the number of respondents of the male gender as much as 21 people or 60 percent, and the number of respondents of the female gender as much as 14 people or 40 percent. This indicates that most of the employees at the company are male.

Table 1. Respondent profile

Variables	Description	Frequency	Percentage
Gender	Male	21	60
	Female	14	40
Age	< 20 years old	4	11.4
	20 – 29 years old	12	34.3
	30 – 39 years old	12	34.3
	40 – 49 years old	5	14.3
	> 50 years	2	5.7
Education	High school	29	82.9
	Vocational Degree	3	8.6
	Bachelor degree	3	8.6
Work period	1 – 3 years	2	5.7
	4 – 6 years	9	25.7
	7 – 9 years	6	17.1
	> 9 years	8	22.9

The data showed that the age range of respondents was dominated by employees aged between 20 years and 39. They are 68.7 percent, and employees aged between 40 to 45 years is 14,3 percent.

Based on the last dominant level of education were respondents with a high school level of 29

people or 82.9 percent, then D3 and S1 as much as 8.6 percent respectively.

Descriptive Analysis

Based on the results of the study, an average workload of 3.3529 means that respondent's responses to work motivation can be interpreted well.

Table 2. Descriptive Analysis

No.	Variable	N	Minimum	Maximum	Mean	Std. Deviation
1	Workload	35	1,00	5,00	3.3529	.52449
2	Competence	35	1,00	5,00	4.0429	.34904
3	Performance	35	1,00	5,00	3.5546	.27399

The response to indicators on competency variables obtained an average value of 4.0429 indicated respondents had a perception that competency was good. As for performance, the average response rate of respondents was 3.5546 which the respondents think the performance is good.

Validity Test

The results of the validity test conducted in this study is showed all variables had a correlation coefficient value with a total score of all statement items greater than 0.30. This indicates that the details of the statement in the research instrument are valid.

Reliability Test

An instrument is said to be reliable if the instrument has an Alpha Cronbach value of more than 0.60. The results of the reliability test with the number of 35 respondents showed that all research instruments have a coefficient of Cronbach's Alpha more than 0.60. It can be said that all instruments are reliable so that it can be used to conduct research.

Regression analysis

Fit Model

The ANOVA table shows the number of probabilities or significance in the calculation of ANOVA. The specified value is used for the Analysis Model service test (where several x

variables affect the variable y) provided that a good probability number to use as a regression model must be < 0.05 . This value can be seen in the Sig column. If Sig. < 0.05 , the Analysis Model will be considered feasible. If Sig. > 0.05 , the Analysis Model will be considered unfit.

Table 4 ANOVA test results (TEST F) above, obtained values between comparison groups = 2,

values in the group of denominators = 34, at alpha = 0.05 than with the value sig. $0.02 < 0.05$. Thus H_0 was rejected at a real level of 0.05 (H_1 accepted). In conclusion, the group that had been tested had a noticeable (significant) difference meaning that workload and competence simultaneously had a significant result on performance.

Table 4. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	188.583	2	94.291	7.838	.002 ^b
	Residual	384.960	32	12.030		
	Total	573.543	34			

a. Dependent Variable: KNtot

b. Predictors: (Constant), Ktot, BKtot

Hypothesis Test

The purpose of this study is to examine the impacts of workload and competence on staff's performance. Table 5 describes the results of workload and competence towards performance. Based on the test results using the SPSS program, the employee competency coefficient shows a positive impression on their performance. This indicates that with the increasing competence of employees, the performance of employees will increase. In contrast, if the competence of employees decreases, the performance of employees will also decrease.

The results of statistical data analysis can prove the existence of a significant and partially positive effect of competency variables on workers' performance with a regression coefficient value of 0.536. This shows that competence has a direct impact on performance. Therefore, hypothesis one accepted.

Table 5. Hypothesis test

Variable	Performance (Y) β	Significance
Workload (X1)	-0,184	0,214
Competence (X2)	0,536	0,001
R^2	0,329	
R^2 Adjusted	0,287	

The workload in this study has a negative and insignificant effect. So hypothesis two is rejected.

Discussion

The results of this study show that competence affects performance. This research directly proves and justifies previous researches that were found the effect of competence on performance (Muslimah, 2016; Wibowo, 2012). Muslimah (2016) findings revealed that the higher level of competence of an individual, the higher the performance. Hutapea and Thoha (2008) further found that based on three aspects of competency forming, aspects of knowledge are the dominant factor in influencing an employee's performance. Another supporting theory is the theory presented by Sutrisno (2017) which states that competence can be defined as the behavior, and ability of someone in carrying his duties.

Impact of Workload on employee performance

The results of data analysis in this study shows that workload has a negative and insignificant effect on employee performance. This means that the workload does not affect performance. This explains that if the workload increases or decreases it does not affect the performance of employees. Various studies have been conducted to support the results of this discussion, to show that the workload does not affect employee performance (Ahmad, 2019; Khasifah & Nugreni, 2016; Polakitang, 2019). Ahmad et al. (2019) stated that on his research with an associative quantitative approach, indicates that workload

variables do not affect employee performance. It is indicated by the calculation result that the value of sig ($0.268 > 0.05$). The results of this study showed that even employees do a solid job every day, but it does not make the employee feel burdened with what is done and affect their performance. This means that employees' workloads are still in reasonable condition.

Khasifah and Nugraeni (2016) also showed the workload variable has a coefficient value of 1,339 with a sig level ($0.185 > 0.05$) and an index of 50.08 against the performance variable. It concludes workload variables partially had an insignificant positive effect on performance variables. This tells that the workload does not influence performance. Nurwahyuni (2019) stated that the workload has been charged to employees does not become a heavy workload because all forms of workload that has been given have become the commitment and responsibility of employees to complete it. Thus, with low workload it will give a positive view of the workload that can improve employee performance.

Conclusion

According to the results of the research analysis and the results of the discussion above, it can be drawn some conclusions, namely: 1) The workload effects on employee performance indicates that the workload does not affect employee performance. 2) Based on the analysis results of the effect of competence on workers' performance.

Leaders in government organizations should pay attention to the provision of workload following the abilities and expertise of each employee. This will encourage employees to improve their performance and to make employees feel at home and loyal to the activities of government organizations in finding their vision and mission. The leadership should also not give excessive workload to employees so that employees can feel more comfortable in doing their work. The leadership should allow all employees to improve their competence through education and training so that employees' knowledge, skills, and attitudes will improve.

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