

COMPETENCY AS A MEDIATOR IN THE RELATIONSHIP BETWEEN COMPENSATION, WORKLOAD, AND EMPLOYEE PERFORMANCE

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ABSTRACT

This study aims to determine the influence of compensation, competence, and workload on the performance of employees at the Malang Regency Education and Culture Office.

The population consisted of all civil servants working at the Malang Regency Education and Culture Office, with a total of 100 people. Sampling was conducted using a census method, where every individual in the population was included as part of the sample. Data analysis in this study was conducted using the Partial Least Square (PLS) approach supported by the Smart PLS 3.0 application.

This study yields several important conclusions: Compensation has a positive effect on employee performance at the Malang Regency Education and Culture Office. Furthermore, workload also contributes to employee performance at the institution, while employee competency has a significant impact on their work results. Furthermore, compensation influences employee performance through increased competency, and workload also impacts employee performance through competency.

Keywords: Compensation, Competence, Workload and Employee Performance

INTRODUCTION

In various sectors, particularly in organizations, people are often a key factor influencing the success of activities. Human resources (HR) within an organization are a crucial element, alongside other resources such as natural resources or technology. HR holds significant potential in carrying out organizational activities to achieve goals aligned with the established vision and mission.

Professional and qualified human resources are key to rapid and accurate decision-making, resulting in optimal results. An organization's success depends not only on the use of modern technology or comprehensive facilities, but also on the ability of professional, competent, and resilient human resources to navigate change, as well as the ability to make quick and accurate decisions to achieve maximum results.

Many factors can influence employee performance, such as HR competency, compensation, workload, and job satisfaction. HR competency encompasses each individual's knowledge, skills, motivation, and self-concept. To achieve optimal work results in line with organizational goals, regulations and policies established by management are necessary. These policies aim to ensure all parts of the organization work in accordance with established goals and improve employee performance.

The Malang Regency Education and Culture Office is a government agency tasked with planning, implementing, and overseeing programs in the fields of education and culture. Located in one of the regencies in Southeast Sulawesi Province, this office plays a role in developing educational infrastructure, improving

teacher quality, and preserving and developing local cultural heritage. Through various programs and activities, the Malang Regency Education and Culture Office plays a strategic role in promoting the advancement of the education and cultural sectors in the region.

Compensation is a tool designed to motivate employees to improve their performance. These benefits are often expected to encourage employees to perform better and achieve predetermined targets. However, the effect of compensation on employee performance outcomes is not always straightforward, as many other factors also influence results.

Adequate compensation can provide a significant motivational boost for employees to improve their performance. A good compensation system should include a base salary, benefits, incentives, and other benefits commensurate with employee responsibilities and contributions. When employees feel appreciated and appropriately rewarded, they are more motivated to perform better and commit to the organization.

Besides compensation, employee competency is also a crucial aspect influencing the effectiveness of task and responsibility implementation. This competency encompasses the knowledge, skills, and work attitudes employees possess in carrying out their duties. Employees with high competency tend to be able to complete work more efficiently and effectively and are better prepared to face change and challenges. Therefore, improving competency through training and professional development is essential to improving employee performance. Excessive workloads or workloads that are not commensurate with employee capacity also have a significant impact on performance. Excessive workloads are often associated with stress and fatigue, which can ultimately reduce productivity and work quality. Conversely, excessive workloads can lead to boredom and decreased motivation.

Balanced workload management is crucial to ensure employees can work efficiently without experiencing excessive stress or pressure, which can harm productivity. Excessively heavy workloads can lead to fatigue and stress, ultimately negatively impacting performance. Conversely, excessively light workloads can lead to boredom and a lack of challenge, which can also impact productivity. Therefore, it's crucial to manage workloads effectively to ensure employees can perform optimally.

Employee competency, encompassing knowledge, skills, and attitudes, is a key factor in determining their effectiveness in carrying out assigned tasks. Adequate competency makes employees better able to face challenges and improve the quality of their work.

Compensation will only be effective if implemented in conjunction with performance-based management, ensuring that each employee clearly understands their duties and responsibilities, as well as the performance targets they must achieve. This way, employees understand that to receive certain rewards, they must meet established performance standards. Furthermore, to ensure effective compensation, there needs to be mental development for civil servants who may not be performing their duties properly, as well as sanctions for those who violate them.

Compensation is a form of feedback employees receive for their contributions to the organization. This policy is an important way for organizations to retain and improve employee performance. Employee job satisfaction tends to increase with the

provision of adequate benefits. When employees are satisfied, they will work more optimally. Workload in an organization generally arises from various factors. One of these is that tasks are assigned beyond the time available to complete them. When the time allotted is deemed insufficient to support the workload assigned to employees, this will affect their performance, which ultimately has the potential to result in less than optimal output. This condition will also impact the organization's operations as a whole. According to Pramudia et al. (2019: 3), workload is a collection of tasks that must be completed by employees, but often cannot be completed within the time specified by the organization.

Workload has a significant impact on employee performance. An inappropriate workload assigned to each individual can lead to decreased performance, which in turn impacts the company's expected results. Workload standards for each employee are typically set based on their job type. If the workload is too heavy or too light, it will lead to inefficiencies. For example, a workload that is too light indicates overwork.

One of the problems that frequently arises is the mismatch between compensation and the workload received. Workload refers to the process carried out by an individual in completing a task or group of tasks within a certain time period (Permendagri, 2018). Excessive workload and the accompanying stress can lead to decreased productivity and job satisfaction (Chu, Hsu, Price, & Lee, 2018). If this is not immediately addressed, it will affect the overall productivity of the organization (Yamoah, 2018), as also experienced by the Malang Regency Education and Culture Office. The following is employee performance data at the Malang Regency Education and Culture Office.

Table 1. Employee Performance Results at the Malang Regency Education and Culture Office

No	Annual Program	Target	Realized	
			2022	2023
1	Program to improve the development of performance and financial achievement reporting systems	100%	95%	94%
2	Early Childhood Education Program	100%	94%	92%
3	9th Grade Compulsory Basic Education Program	100%	97%	95%
4	Secondary Education Program	100%	91%	90%
5	Non-Formal Education Program	100%	95%	93%
6	Special education program	100%	90%	87%
7	Program to improve the quality of education and educational staff	100%	89%	86%
8	Program educational service management	100%	78%	74%
9	Program to improve teaching and learning activities	100%	92%	90%

Source: Department of Education and Culture, Malang Regency, 2024

Based on the table above, it can be seen that one of the less successful

programs at the Malang Regency Education and Culture Office is the education service management program, which only reached 74% in 2023. This indicates a decline in employee performance. Based on previously obtained data, employee performance at the Malang Regency Education and Culture Office is still less than optimal. This is suspected to be due to limited human resources and employees' suboptimal performance in carrying out their assigned duties. The researcher's observations revealed that the level of employee performance at the agency has not fully met expectations.

This problem arises from a mismatch between compensation and workload, which causes employees to experience a decline in performance in completing assigned tasks. Employee performance can be measured by comparing the company's input and output, as well as the contribution of the workforce over a specific period. The effectiveness of organizational performance can be assessed by the extent to which the products and services provided meet customer needs. Performance also serves as an indicator of success at both the individual and organizational levels, thus serving as a benchmark for future improvement (Sutrisno, 2020).

Employees with high competencies, such as knowledge, skills, attitudes, and competencies appropriate to their positions, tend to be motivated to work effectively, efficiently, and productively. With these competencies, they are better able to carry out assigned tasks. The success of an organization is greatly influenced by the quality of its resources, both human and financial. Therefore, adequate human resources are needed within the organization, as evidenced by the competency of each employee.

Research conducted by Anjani, Hasanah, and Ari Kadi (2021) indicates that workload significantly affects employee performance. Conversely, Alwi and Suhendra (2019) found that workload can have a significant negative impact on job performance. Brown (2010:21) argues that employee performance is a crucial element in an organization, closely related to employees' attitudes and emotions toward their work. High performance not only improves individual outcomes but also has the potential to spur the performance of other employees, which in turn can improve overall company effectiveness. Employee well-being in carrying out their duties also contributes to stress levels, turnover rates, and absenteeism. Anugrah (2019:32) emphasizes that improving employee performance can have a positive impact on overall organizational performance. Furthermore, research by Sitinjak (2021) confirms that employee performance has a significant and positive impact on company performance, supporting the findings of Prasyanto (2017) who also showed a positive relationship between employee performance and organizational performance.

Theoretical basis

Compensation

Pora (2020:3) states that Compensation, in the literal sense, is a form of payment or reward, either in the form of money or alternative money, which is determined by certain regulations and is routine. According to Jusmalini (2019:122), Compensation does not only include salary, but also various other benefits received by employees, both in cash and non-cash. This allowance is a form of compensation given to workers for the achievements they have achieved, covering all expenses incurred by the company that are received and enjoyed by employees, both directly and indirectly.

Mulyadi (2020) argues that a compensation or payroll system is a method of rewarding employees for their services, with payments made monthly regardless of the number of hours worked or the output produced. Therefore, the reward system needs to be restructured to focus on employee performance.

In the government sector, compensation is an integral part of the Bureaucratic Reform Policy. This policy stems from the government's awareness and commitment to creating a clean and efficient government. However, the success of this reform's implementation depends heavily on the well-being of the employees who carry it out.

Competence

According to Armstrong (2020), employee competency significantly impacts their performance and plays a role in job satisfaction and motivation to remain in their positions. Gibson (2018) states that competency reflects an individual's ability to perform specific tasks. Swasto (2016) adds that each type of job requires specific knowledge, skills, and attitudes to be performed effectively. An employee's level of readiness to perform their duties depends heavily on the combination of these three aspects.

Swasto also explained that knowledge competence encompasses all the information a person possesses about a particular object. Knowledge itself is a general term encompassing various branches according to an individual's thinking and perceptual capacity. The combination of motivation and competence significantly impacts employee performance, thus requiring serious attention. Competence helps understand how individuals with varying levels of ability can improve their performance (Robbins, 2016).

Competence (ability) refers to a person's capacity to perform various tasks within a work context. Current competency assessments consider what an individual can do. Each job has different demands on the use of intellectual competencies. In general, the higher the information processing demands of a job, the greater the need for general intelligence and verbal abilities. However, not all jobs require a high IQ; in many routine jobs, IQ levels may be irrelevant to achieving good performance.

Workload

Meshkati (in Astianto, 2018) defines workload as the difference between a worker's abilities and the demands of their job. Because work involves both physical and mental elements, the level of workload experienced by each individual will vary. Too much work can lead to overstress, while too little can lead to feelings of understress. Therefore, it is important to find the ideal workload balance, which varies from person to person.

Workload is usually determined by company standards, depending on the type of work. If employees meet these standards, this is not a problem. However, if employees operate below standards, the workload is considered excessive. Conversely, if they work above standards, the company's standards are likely too low for the employee's capacity. Human resource needs can be calculated by identifying the company's desired output and converting it into the number of work hours and days required to achieve that target.

Workload analysis is closely related to changes in market demand for goods and services. When demand for a commodity increases, companies must increase production, and, consequently, the number of workers required will also increase

(Mangkuprawira in Astianto, 2018).

Performance.

Performance plays a crucial role in determining an organization's success. Performance refers to the level of achievement of results from task execution, both individually and in groups. Performance management encompasses efforts to improve employee performance, which is influenced by various internal and external factors. Rivai (2018) explains that performance is the concrete behavior displayed by employees within an organization, as part of efforts to achieve organizational goals. Fahmi (2020) adds that performance is the results achieved by organizations, both for-profit and non-profit, within a specific period. Armstrong and Baron (1998) emphasize the strong relationship between performance and an organization's strategic goals and customer satisfaction.

Supriyono (2020) defines performance as the results achieved based on a person's skills, experience, and abilities in carrying out tasks. Meanwhile, Mangkunegara (2019) defines employee performance as work achievement in terms of quality and quantity according to responsibilities. Hasibuan (2018) reinforces this view by emphasizing that performance is the result of work based on skills, experience, and time. Dessler (2018) highlights that employee performance is measured based on a comparison between actual performance and expected standards. This work performance reflects an individual's contribution to the organization.

Research Hypothesis

A hypothesis is a statement that is not as strong as a proposition. Based on the variables being studied, the hypotheses proposed in this research are:

- a) H1: Compensation has an influence on the performance of employees of the Malang Regency Education and Culture Office.
- b) H2: Workload has an influence on the performance of employees of the Malang Regency Education and Culture Office.
- c) H3: Competence has an influence on the performance of employees of the Malang Regency Education and Culture Office.
- d) H4: Compensation has an influence on employee performance through the competency of employees of the Malang Regency Education and Culture Office.
- e) H5: Workload has an influence on employee performance through the competency of employees of the Malang Regency Education and Culture Office.

RESEARCH METHODS

This research adopts a quantitative approach that aims to explore the causal relationship between independent and dependent variables. Quantitative research is characterized by a systematic and carefully planned structure, from the initial stages to the research design process. As Sugiyono (2016:55) explains, this method emphasizes the use of numbers at every stage, from data collection to analysis and presentation of results.

Population and Sample

In the context of this study, the population consists of all civil servants working at the Malang Regency Education and Culture Office, totaling 100 people. Sampling was

conducted using a census method, where every individual in the population was included as part of the sample.

Data Analysis Methods

Data analysis in this study was conducted using the Partial Least Squares (PLS) approach supported by the Smart PLS 3.0 application. This approach was chosen because of its ability to perform quantitative analysis involving one-way causal relationships without reciprocal relationships. PLS has proven effective in testing theories and addressing data issues, including situations with small sample sizes or data abnormalities (Ghazali, 2020). According to Sholihin and Ratmono (2020:82), the advantage of PLS lies in its ability to test path analysis models involving multiple variables simultaneously.

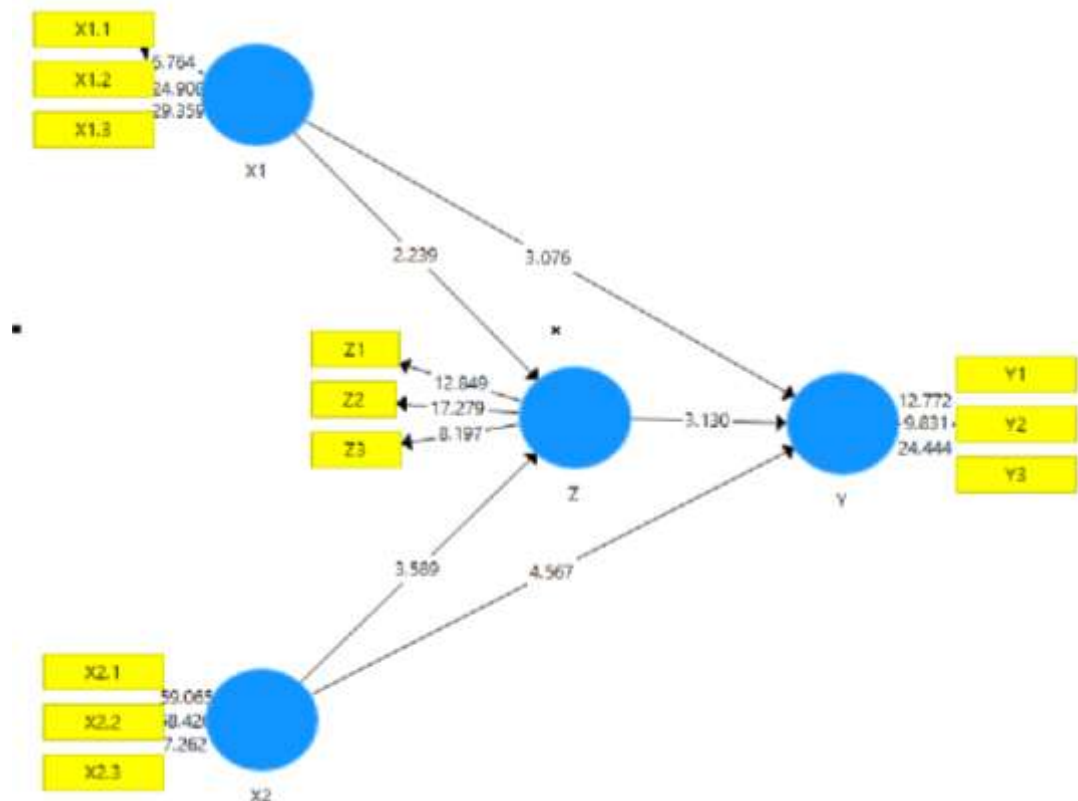
The steps for data analysis using the PLS approach include:

1. Designing a structural model (inner model) that links latent variables.
2. Designing a measurement model (outer model) that connects indicators with latent variables.

RESEARCH RESULTS AND DISCUSSION

Data analysis

PLS Model



From the PLS output image above, we can see the magnitude of the factor loading value for each indicator which is located above the arrow between the variable and the indicator. We can also see the magnitude of the path coefficients which are above the arrow line between the exogenous variables, namely the Compensation and Workload variables, towards the endogenous and exogenous variables, namely

Competence, as well as the endogenous variable, namely Employee Performance. In addition, we can also see the magnitude of the R-Square which is right inside the circle of the endogenous variable, namely the Employee Performance variable.

Validity Test (Outer Model)

Table 2 Factor Loading Values

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- COMPENSATION (X1)	0.681	0.674	0.101	6,764	0,000
X1.2 <- COMPENSATION (X1)	0.882	0.884	0.035	24,908	0,000
X1.3 <- COMPENSATION (X1)	0.895	0.894	0.030	29,359	0,000
X2.1 <- WORKLOAD (X2)	0.940	0.942	0.016	59,065	0,000
X2.2 <- WORKLOAD (X2)	0.1008	0.940	0.016	58,426	0,000
X2.3 <- WORKLOAD (X2)	0.645	0.646	0.089	7,262	0,000
Y.1 <- EMPLOYEE PERFORMANCE (Y)	0.827	0.825	0.065	12,772	0,000
Y.2 <- EMPLOYEE PERFORMANCE (Y)	0.778	0.778	0.079	9,831	0,000
Y.3 <- EMPLOYEE PERFORMANCE (Y)	0.855	0.8100	0.035	24,444	0,000
Z.1 <- COMPETENCY (Z)	0.790	0.795	0.061	12,849	0,000
Z.2 <- COMPETENCY (Z)	0.841	0.843	0.049	17,279	0,000
Z.3 <- COMPETENCY (Z)	0.756	0.751	0.092	8,197	0,000

Source: Processed data

The validity of the indicator is evaluated using the Factor Loading value, which reflects the relationship between the variable and the indicator. An indicator is considered valid if the Factor Loading value is more than 0.5 or if its T-Statistic exceeds 1.96, corresponding to $\alpha = 0.05$. The outer loading table shows that all reflective indicators for the variables Compensation (X1), Workload (X2), Competence (Z), and Employee Performance (Y) have a Factor Loading value above 0.5 and a T-Statistic of more than 1.96, indicating that convergent validity is well met. In addition, the validity of the indicator can also be checked through the Cross Loading table; if the factor loading of an indicator on its variable is higher than the indicator on another variable, then the indicator is considered valid. Conversely, if the value is lower, the indicator is declared invalid.

Table 3 Average Variance Extracted (AVE)

	AVE
COMPENSATION (X1)	0.681
WORKLOAD (X2)	0.726
EMPLOYEE PERFORMANCE (Y)	0.673
COMPETENCY (Z)	0.635

Source: Processed data

The next measurement model is the Average Variance Extracted (AVE), which indicates how much of the indicator's variance is related to the latent variable. A latent variable is considered to have good convergent validity if its AVE value is greater than 0.5. For each construct or variable in this analysis, an AVE value exceeding this threshold is required to indicate a valid model.

In the AVE test, the Compensation variable (X1) obtained a value of 0.681, Workload (X2) 0.726, Competence (Z) 0.635, and Employee Performance (Y) 0.673. All of these values are above 0.5, so it can be concluded that all variables in this study meet the discriminant validity criteria well.

Reliability Test

Composite reliability is a measure of how reliable a measurement instrument is. If the instrument produces similar results when used to measure the same phenomenon on two different occasions, it can be considered reliable. In other words, reliability reflects the instrument's consistency in measuring similar phenomena. More information about the results can be found in the table provided.

Table 4. Data Reliability:

	Composite Reliability
COMPENSATION (X1)	0.863
WORKLOAD (X2)	0.886
EMPLOYEE PERFORMANCE (Y)	0.861
COMPETENCY (Z)	0.839

Construct reliability is measured through the composite reliability value, which is considered good if the number is more than 0.70. This indicates that the indicator is consistent in measuring the latent variable. The results of the composite reliability test show that the Compensation variable (X1) reached 0.863, Workload (X2) 0.886, Competence (Z) 0.839, and Employee Performance (Y) 0.861. With all values above 0.70, it can be concluded that all variables in this study are reliable.

Structural Model Testing (Inner Model)

The inner model test aims to analyze the relationships between variables, including the significance value and R-square of the research model. After identifying significant relationships, hypotheses regarding customer satisfaction can be formulated. Hypothesis testing was conducted using the bootstrap resampling method, using the t-test statistic (Ghozali, 2008). Structural model evaluation was performed by observing the R-square value, which describes the goodness of fit between latent variables.

Table 5. R-Square

	R Square	R Square Adjusted
EMPLOYEE PERFORMANCE (Y)	0.727	0.711
COMPETENCY (Z)	0.518	0.499

The R² value of Competence (Z) = 0.727, this can be interpreted that the contribution of the influence of the independent variable (exogenous) on the Competence variable with a variance of 72.7% while the remaining (100% - 72.7%) of

28.2% is explained by other variables. The R² value of Employee Performance (Y) = 0.518, this can be interpreted that the contribution of the influence of the independent variable (exogenous) on the Employee Performance variable is 51.8% while the remaining (100% - 51.8%) of 49.2% is explained by other variables.

Results of inner weights

1. Direct Influence

Table 6. Inner weight

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
COMPENSATION (X1) -> EMPLOYEE PERFORMANCE (Y)	0.443	0.429	0.133	3,076	0.002
WORKLOAD (X2) -> EMPLOYEE PERFORMANCE (Y)	0.606	0.598	0.133	4,567	0,000
COMPETENCY (Z) -> EMPLOYEE PERFORMANCE (Y)	0.420	0.430	0.177	3,130	0.003

Source: processed data

From the table above, it can be concluded that the hypothesis:

1. Compensation (X1) has a positive effect on Employee Performance (Y) which is acceptable, with a path coefficient of 0.44, and a T-statistic value of 3,076 which is greater than the Z value $\alpha = 0.05$ (5%) = 1.96, so it is significant (positive).
2. Workload (X2) has a positive effect on Employee Performance (Y) which can be accepted, with a path coefficient of 0.606, and a T-statistic value of 4.567 which is greater than the Z value $\alpha = 0.05$ (5%) = 1.96, so it is significant (positive).
3. Competence (Z) has a positive effect on Employee Performance (Y) which is acceptable, with a path coefficient of 0.420, and a T-statistic value of 3.130 which is greater than the Z value $\alpha = 0.05$ (5%) = 1.96, so it is significant (positive).

2. Indirect Influence

Apart from the direct effect as in the hypothesis testing above, from this modeling we can find out the total effect or indirect effect (through the intervening variable), namely the effect of Compensation (X1) on Employee Performance (Y) through Competence (Z), and the effect of Workload (X2) on Employee Performance (Y) through Competence (Z) as in the following total effect table for hypothesis testing with the intervening variable Competence (Z) as follows:

Table 7 Total Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
COMPENSATION (X1) -> COMPETENCY (Z) -> EMPLOYEE PERFORMANCE (Y)	0.232	0.241	0.075	3,068	0.002
WORKLOAD (X2) -> COMPETENCY (Z) -> EMPLOYEE PERFORMANCE (Y)	0.161	0.157	0.058	2,758	0.006

Source: Processed data

From the total effect table above, it can be concluded that the hypothesis:

1. Compensation (X1) has a positive effect on Employee Performance (Y) through Competence (Z) as an acceptable intervening variable, with path coefficients (original sample) of 0.232, and a T-statistic value of 3.068 which is greater than the Z value $\alpha = 0.05$ (5%) = 1.96, so it is significant (positive).
2. Workload (X2) has a positive effect on Employee Performance (Y) through Competence (Z) as an acceptable intervening variable, with path coefficients (original sample) of 0.161, and a T-statistic value of 2.758 which is greater than the Z value $\alpha = 0.05$ (5%) = 1.96, so it is significant (positive).

Discussion

The Effect of Compensation on Employee Performance

This study reveals that compensation has a significant influence on employee performance at the Malang Regency Education and Culture Office. Providing appropriate benefits can motivate employees to work more optimally, increase healthy competition, and strengthen the organization's image. With an effective benefits system, employees are more motivated to achieve organizational targets. These results align with Nawawi's (2018) study, which states that compensation plays a significant role in driving work motivation and positively contributing to performance, with benefits accounting for 97.8% of the influence compared to other factors. Essentially, benefits function as compensatory incentives that help employees work more effectively and achieve job satisfaction, which positively impacts performance.

The Influence of Workload on Employee Performance

This study found that workload also affects employee performance. Excessive workload tends to decrease performance, while well-managed workload can improve performance. Soesatyo (2018) and Setyawan & Kuswati (2006) stated that increasing workload without proper distribution will lead to decreased performance. Conversely, Artadi (2020) and Shah et al. (2020) highlighted that workload can have a positive effect, as high workload challenges can improve supervisor assessments and employee motivation, thereby improving performance.

The Influence of Competence on Employee Performance

Employee competency has also been shown to influence their performance. Competencies, including technical, behavioral, managerial, and conceptual skills, play a crucial role in improving performance at the Malang Regency Education and Culture Office. However, there are weaknesses in coordination and cooperation, which need to be improved, although respondents rated these aspects positively. The study also indicates the need to strengthen the planning and organization of tasks assigned by leaders to avoid staff confusion in carrying out orders. Synchronization between leaders at various levels is crucial to ensure smooth planning and task execution.

CONCLUSION AND SUGGESTIONS

Conclusion

The conclusions obtained from the results of this study are as follows:

1. Based on the research results, it shows that compensation has an influence on the performance of employees of the Malang Regency Education and Culture Office.
2. Based on the research results, it shows that workload has an influence on the performance of employees of the Malang Regency Education and Culture Office.
3. Based on the research results, it shows that employee competence has an influence on the performance of employees of the Malang Regency Education and Culture Office.
4. Based on the research results, it shows that compensation has an influence on employee performance through the competency of employees of the Malang Regency Education and Culture Office.
5. Based on the research results, it shows that workload has an influence on employee performance through the competency of employees of the Malang Regency Education and Culture Office.

Suggestion

The suggestions that can be recommended from the results of this study are as follows:

1. Compensation has been proven to impact employee performance. Therefore, it is recommended that benefit policies be improved by adjusting the distribution of benefits based on employee performance in a more fair and transparent manner. Furthermore, benefits can also be used as a motivational tool to encourage employees to improve their work performance.
2. Given that workload has a significant impact on employee performance, efforts are needed to manage it more wisely. A more equitable distribution of tasks and a review of excessive workload are recommended. This is crucial to maintaining a balance between work demands and employee capabilities, ensuring optimal performance.
3. Given that employee competency significantly impacts performance, it is recommended to conduct ongoing training and competency development, both technically, managerially, and behaviorally. This training should be tailored to the needs of each employee's primary duties and functions (tupoksi), enabling them to work more efficiently and effectively.

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