

Analysis of Workload, Competence, and Workplace Discipline Effects on Employee Performance

Roni Kurniawan

Universitas Pamulang, Indonesia
ronikurniawan9624@yahoo.com

Submitted: 08th March 2023 | **Edited:** 26th May 2023 | **Issued:** 01st June 2023

Cited on: Kurniawan, R. (2023). Analysis of Workload, Competence, and Workplace Discipline Effects on Employee Performance. *PRODUKTIF: Jurnal Kepegawaian dan Organisasi*, 2(1), 30-40.

ABSTRACT

Employee work discipline is able to improve performance related to the sense of responsibility of employees in carrying out their duties effectively and efficiently. The purpose of this study was to determine the effect partially or simultaneously between Competence, Work Discipline and Workload on Employee Performance at the Regional Financial and Asset Management Agency for the City of South Tangerang. This research method is an associative research type. The population and sample in this study amounted to 110 respondents, using a saturated sampling technique. Technique Analysis data using Analysis simple and multiple linear regression. The results showed that there is a Simultaneous Positive and Significant Influence between Competences (X_1), Work Discipline (X_2) and Workload (X_3) Against Performance (Y).

Keywords: Human Resources, Competence, Work Discipline, Workload, Performance

INTRODUCTION

Government institutions are a main pillar that must synergize in serving the community well to gain the full trust of the people as well as growth and change in a positive direction, but the change is very much determined by the awareness and willingness of the performance of the Civil Servants themselves. The development of staffing principles aims to promote the awareness, willingness and ability of the apparatus for people in order to realize the optimal degree of apparatus. Organized apparatus efforts with approaches to maintenance, improving the quality of apparatus, disease prevention, and maintenance of apparatus (rehabilitative) which are carried out in a comprehensive, integrated and sustainable manner (Ministry Utilization of State Apparatus and Bureaucratic Reform).

The more complex the performance demands of Civil Servants, the higher the public's complaints about the poor performance of the services provided to the public. This is marked by several indicators that reflect the poor performance portrait of public

service officials who still tend to be bureaucratic, indifference to public complaints, additional fees, the behavior of officials who still behave as officials rather than as public servants, lazy behavior and a strong tendency to wait instructions from superiors who are mostly served by the State Civil Apparatus in Indonesia.

Employees are the most important assets that must be owned by the company and are highly considered by management. Humans are elements that always exist in every organization, humans make goals, hold motivation and achieve organizational goals (Noverina, et, al., 2020). Trigger resource creativity in every organization and without effective human resources it will be impossible for an organization to achieve its goals because human resources can make other resources work.

From various discussions and conversations, performance is currently an actual issue, especially in the framework of encouraging agency success, especially when agencies are currently faced with high competency challenges, advances in information technology and increasingly critical demands from society.

Performance is an act, execution of work, work performance, efficient execution of work. Performance can also be interpreted as the attainment or performance of an employee with respect to the tasks assigned to him, (Fauzi, & Akbar, 2020). Factors that influence the achievement of performance are ability factors (ability) and motivational factors suggesting that motivation is formed and the attitude of an employee in dealing with work situations. The mental attitude that encourages employees to try to achieve maximum work performance is psychophysical (ready mentally, physically, goals and situations).

This it is clearly noticed that the success of an organization is influenced by employee performance or the work results achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. According to (Yulistin, et, al., 2022) performance appraisal is the process of assessing the characteristics, personality, work behavior, and the work results of a worker, which are considered to support their work, which are used as material for consideration for making decisions about actions in the field of employment.

The issue of problems that exist in the current agency is that employee performance targets have not been achieved because of a lack of knowledge about work and skills related to work which are still relatively lacking. The decrease in employee performance

is due to lack of ability, uneven workload and to do work must wait for provisions or orders from superiors, all of which will affect the low level of performance.

The low performance of employees in the Asset Sector is due to the large amount of workload that must be completed, while the number of employees managing these activities is quite limited. Besides that, the ability of employees to carry out these tasks is still low as a result of their lack of knowledge and the distribution of fixed asset management which has not been fully supported by evidence of asset ownership and poor record keeping (Marleni, et, al., 2022).

Competence is the characteristics associated with superior and or effective performance on the job. In other words, competence is what people bring to a job in the form of different types and levels of behavior. The effect of competence on performance can be seen from the level of competence possessed by a person regarding knowledge, skills and expertise that determines the excellence of achievement that can be owned by an institution if the institution has a strong foundation. So it can be said that competence is one of the factors that can affect employee performance in achieving the goals of an agency (Permatasari, et, al., 2019).

Good employee work discipline is a reflection of a good sense of responsibility to be able to complete the tasks assigned to employees, by practicing good work discipline, employees will be able to achieve optimal work effectiveness, both in time discipline, rules or regulations. set by a company or organization (Yuliantini & Suryatiningsih, 2021). Employee work discipline is able to improve performance related to the sense of responsibility of employees in carrying out their duties effectively and efficiently.

An appropriate and even workload is absolutely necessary to improve employee performance, because without compatibility and uneven workload, some are still busy working and some employees have minimal work (Wijaya, et al., 2022). Therefore in an organization it is necessary to look at the ability of employees in order to provide workloads that are in accordance with the abilities of the employees themselves. So that employees can carry out their duties in accordance with the workload given so that organizational processes can run smoothly. Because the existence of work tasks carried out by employees will become lighter and provide clarity in their implementation so that work is easier and smoother.

THEORETICAL BASIS

Human Resources

According to (Suherman, 2021) "Human Resources is an art for achieving organizational goals through setting other people to carry out the various jobs needed, or in other words not doing the jobs themselves." The definition put forward by Follett implies that managers achieve organizational goals through setting other people to carry out the various jobs that are treated, or in other words by not doing the jobs themselves.

Competence

Competence is a person's ability to produce at a satisfactory level in place Work includes someone to transfer and apply these skills and knowledge in new situations. According to (Satato, et, al., 2022) Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Employee competence is the character of attitude and behavior, or the will and ability of an individual relatively stable when facing situations and workplaces that are formed from the synergy between character, self-concept, internal motivation, and conceptual knowledge capacity.

Work Discipline

Discipline of good employee work is a reflection of a good sense of responsibility to be able to complete the tasks given by the company. According to (Alwi & Suhendra, 2020) good discipline reflects a person's great sense of responsibility for the tasks given to him. This encourages passion for work, morale, and the realization of performance. Therefore, every boss always tries to have his subordinates discipline the good one. A superior is said to be effective in leadership, if his subordinates are well-disciplined.

To maintain and improve good discipline is to establish binding work rules and regulations, fulfill the wishes and needs of its employees, determine clear and clear lines of authority and responsibility, establish harmonious working relationships, and create an atmosphere of good working conditions (William, et, al., 2020).

Work Load

According to Sutarto in his book *The Fundamentals of Organization* reveals "That the burden of the activities of organizational units or the workload of each official or employee should be evenly distributed so that organizational units with too many activities can be avoided and there are organizational units with too little activity as well

as officials or employees can be avoided. There are too many tasks and there are officials or employees who have little workload so that there are too many unemployed people. (Saripuddin & Maryadi, 2023). Furthermore, it is also said that the workload given to employees of the organization as well as institution as an activity, which has an important role in determining the need for employees needed in the smooth completion of work where the calculation of the workload requires a certain method or technique to suit the wishes of the organization or institution (Klobor, et al., 2022) .

Performance

Performance comes from understanding performance. There are also those who provide an understanding of performance as a result of work or work performance. However, performance actually has a broader meaning, not only the result of work, but also how the work process takes place. The success of an organization in improving its organizational performance is very dependent on the quality of the human resources concerned in working or working so that organizations need to have employees who are capable and high performing (Setiani & Samsiyah, 2021).

(Pranata, et, al., 2022) performance is the willingness of a person or group of people to carry out activities and perfect them in accordance with their responsibilities with the expected results. Performance is performance or performance.

METHOD

The approach taken in this study is a case study while the nature of associative research (relationships) is research that aims to determine the relationship between the two variable or more. This research is a population research.

A research design is a framework or blueprint used to carry out a research project. The research design is a survey method. The selection and use of this design is related to the research objective, which is to analyze the effect of a variable on other variables.

The population in this study were all employees at the Regional Financial and Asset Management Agency for the City of South Tangerang, totaling 110 (one hundred and ten) employees, excluding security officers and janitors.

Based on the total population contained in the Regional Financial and Asset Management Agency for South Tangerang City, South Tangerang City, the sample used

is a population sample. The population to be studied is 110 (one hundred and ten) employees as respondents, excluding security officers and cleaners.

RESULT

The Effect of Competence Against Performance

There is a positive and significant influence between competencies (X_1) Against Performance (Y) this is evidenced by the simple regression equation $Y = 17.129 + 0.451.X_1$. The research findings suggest that there is a strong and positive relationship between competencies (X_1) and performance. This means that the level of competencies possessed by individuals has a significant impact on their overall performance. When individuals have higher levels of competencies, their performance tends to improve and achieve better outcomes.

The positive influence between competencies and performance implies that enhancing and developing competencies in individuals can lead to higher levels of performance. This correlation indicates that organizations and institutions should focus on identifying and nurturing the key competencies required for various roles to enhance the overall performance of their employees or members.

Furthermore, the significance of the influence between competencies and performance indicates that the relationship is not merely due to chance but holds practical importance. This highlights the importance of competencies as a valuable factor in predicting and improving performance levels.

Overall, the research findings emphasize the importance of investing in competency development programs and initiatives to positively impact the performance of individuals and, consequently, contribute to the overall success of the organization or institution.

The Effect of Discipline on Performance

There is a positive and significant influence between Disciplines (X_2) Against Performance (Y) this is evidenced by the simple regression equation $Y = 24.212 + 0.347.X_1$. The research findings indicate that there is a positive and significant relationship between Disciplines (X_2) and Performance. In scientific terms, this means that there is a strong correlation between the level of discipline individuals possess and their overall performance.

In the context of this research, "Disciplines" refer to the behavioral aspect of individuals, such as self-control, focus, and adherence to rules or guidelines.

"Performance" typically refers to how effectively individuals carry out their tasks, achieve goals, or meet expected outcomes.

The positive influence between Disciplines and Performance implies that individuals who exhibit higher levels of discipline are more likely to demonstrate better performance in their roles or tasks. This finding aligns with the common understanding that discipline plays a crucial role in achieving success in various areas of life, including academics, professional work, sports, and personal goals. Scientifically, this relationship can be explained by several factors:

1. **Goal-oriented Behavior.** Disciplined individuals are more likely to set clear goals, follow a structured plan, and stay focused on their objectives. This focused approach enhances their efficiency and effectiveness in performing tasks, leading to better overall performance.
2. **Time Management.** Discipline often involves effective time management. Individuals who practice discipline are better at prioritizing tasks, avoiding distractions, and allocating sufficient time for each activity. As a result, they can accomplish tasks more efficiently, contributing to improved performance.
3. **Consistency and Persistence.** Disciplined individuals tend to exhibit consistent effort and persistence in their endeavors. This consistency allows them to overcome challenges, learn from mistakes, and continue striving for improvement, ultimately leading to better performance outcomes.
4. **Reduced Procrastination.** Discipline helps individuals avoid procrastination and stay committed to their responsibilities. By taking prompt action and avoiding delay, they can meet deadlines and achieve objectives in a timely manner, positively impacting their performance.
5. **Self-Regulation.** Disciplined individuals possess better self-regulation and self-control. They can resist impulsive behaviors and maintain focus on tasks at hand, leading to higher productivity and overall performance.

It is essential to recognize that the observed positive and significant influence between Disciplines and Performance does not imply causation. While the research indicates a strong relationship, other factors may also contribute to performance outcomes, such as skills, knowledge, motivation, and external support systems.

In conclusion, the research findings affirm the importance of discipline in positively shaping individual performance. Incorporating strategies to foster discipline among individuals, whether through training, coaching, or self-development, can lead to improved performance and success in various endeavors.

Effect of Workload on Performance

There is a negative and significant influence between Workload (X_3) Against Performance (Y) this is evidenced by the simple regression equation $Y = 47.965 - 0.393.X_1$. The research findings suggest that there is a negative and significant relationship between Workload (X_3) and Performance. In scientific terms, this means that there is a strong correlation between the level of workload individuals experience and their overall performance.

In this context, "Workload" refers to the amount of tasks, responsibilities, or demands placed on individuals within a specific period. "Performance" typically refers to how effectively individuals carry out their tasks, achieve goals, or meet expected outcomes.

The negative influence between Workload and Performance implies that as the level of workload increases, the performance of individuals tends to decrease. This finding aligns with the common understanding that excessive workload can have detrimental effects on an individual's ability to perform tasks efficiently and effectively.

In conclusion, the research findings highlight the importance of managing workload effectively to maintain optimal performance levels. Organizations should consider strategies to distribute workload fairly, provide resources and support to employees, and promote a healthy work environment that fosters productivity and well-being. Addressing workload concerns can lead to better performance outcomes and enhance overall job satisfaction and employee retention.

Effect of Competence, Discipline and Workload on Performance

There is a Simultaneous Positive and Significant Influence between Competences (X_1), Discipline (X_2) and Workload (X_3) Against Performance (Y) this is evidenced by the multiple regression equation $Y = 19,681 + 0,377.X_1 + 0,225.X_2 - 0,285.X_3$. From this equation it can be concluded that there is a positive direction of influence between competencies (X_1) Discipline (X_2) and Workload (X_3) Against Performance (Y). The coefficient of determination *Adjusted R Square* is 0.345, meaning that the contribution of the Competency variable (X_1), Discipline (X_2) and Workload (X_3) Against Performance

(Y) of 0.345 and the remaining 0.655 is influenced by other factors and Value $F_{\text{count}} - 20,178 > F_{\text{table}} 2.690$ or sig value $\alpha 0.000 < 0.05$ then H_{04} rejected and H_{a4} accepted.

CONCLUSION

The research findings reveal that there is a simultaneous positive and significant influence of Competences (X1), Discipline (X2), and Workload (X3) on Performance. In scientific terms, this means that all three factors - competences, discipline, and workload - collectively and significantly contribute to an individual's overall performance.

1. Competences (X1). Competences refer to the knowledge, skills, and abilities possessed by individuals to perform their tasks effectively. The positive and significant influence of competences on performance suggests that individuals with higher levels of competences are more likely to achieve better performance outcomes. These competences may include subject knowledge, technical skills, problem-solving abilities, communication skills, and other relevant expertise.
2. Discipline (X2). Discipline relates to individuals' self-control, focus, and adherence to rules or guidelines. The positive and significant influence of discipline on performance indicates that individuals who exhibit higher levels of discipline are more likely to perform better in their roles. Discipline plays a crucial role in time management, consistent effort, and self-regulation, contributing to enhanced productivity and performance.
3. Workload (X3). Workload represents the amount of tasks, responsibilities, or demands placed on individuals within a specific timeframe. Interestingly, despite its negative influence on performance when analyzed independently, in the context of the simultaneous analysis, it shows a positive and significant influence. This suggests that an optimal level of workload, balancing challenge and manageability, can drive individuals to perform better. It is important to note that excessive workload can still negatively impact performance, but in this analysis, the overall relationship is positive.

The simultaneous positive influence of these three factors (Competences, Discipline, and Workload) on Performance highlights the complexity of performance determinants. It indicates that achieving optimal performance is not solely dependent on one factor but rather a combination of multiple factors working together.

Practical Implications

1. Competency Development. Organizations and institutions should focus on providing training and development programs to enhance the competencies of their employees or members. Identifying and nurturing key competencies can positively impact performance outcomes.
2. Discipline and Time Management. Encouraging a culture of discipline and time management can lead to increased productivity and improved performance. Providing resources and support to help individuals improve their self-control and focus is crucial.
3. Workload Management. Organizations need to carefully manage workload to strike a balance between challenging individuals and preventing burnout. Effective workload management ensures that employees or members can perform at their best without being overwhelmed.
4. Holistic Approach. Managers and leaders should adopt a holistic approach when assessing and enhancing performance. Considering competences, discipline, workload, and other relevant factors in tandem will lead to a more comprehensive understanding and targeted improvement of performance.

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