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# The Model of Workload and Competence, and Employee Performance

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## Abstract:

The purpose of this study was to investigate and analyze: (1) Workload (2) Competence; (3) Performance Officer; and (4) Effect of Workload and competence on Employee Performance in the Department of Food and Animal Husbandry of West Java province, either simultaneously or partial. The method used in this research is a descriptive survey and explanatory survey, the unit of analysis in this research is the employee who is in the Department of Food and Animal Husbandry of West Java province with a sample of 33 people. Type the investigation is causality, as well as the time horizon in this study, was cross-sectional. Based on the results of the study, found that the workload experienced by the Department of Food and Animal Husbandry of West Java Province has been good, Competency of staff at the Department of Food Security and Animal Husbandry of West Java province, in general, can be quite good, Employee Performance in the Department of Food and Animal Husbandry of West Java Province is currently considered good. Workload and Competence effect on employee performance in the Department of Food and Animal Husbandry of West Java Province simultaneously and partially. But partially Competence dominant influence employee performance than Workload. Because of the more dominant Competence Performance, then the priority in improving the performance. Therefore, the Department of Food and Animal Husbandry of West Java Province is advisable to increase the potential of the existing competencies of each employee, so that they can work more professionally Employee Performance in the Department of Food and Animal Husbandry of West Java Province is currently considered good. Workload and Competence effect on employee performance in the Department of Food and Animal Husbandry of West Java Province simultaneously and partially. But partially Competence dominant influence employee performance than Workload. Because of the more dominant Competence Performance, then the priority in improving the performance.

**Keywords:** Workload, Competence, Performance

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## I. INTRODUCTION

Superior human resources is a key requirement for the realization of an advanced nation. regardless of the natural resources (as above), capital facilities available infrastructures, ultimately in

the hands of a reliable tbps alone state and nation development targets can be achieved. think like this in perspective, a nation can not achieve progress without a good service system.

1 According to and uterus and rashid (2001) in othman and suhid (2010: 118) that all parties need to play a role as a whole to address the issue of service to the community is not only a field officer that was in part that serves but top officials who have the task the same in terms of providing services. of this opinion demonstrates the importance of the role of the state civilian personnel (employees) in the world of government. performance of employees has an important role in the achievement of organizational goals. performance issues in the spotlight of various parties, government performance will be perceived by the public and employee performance will be perceived by the public. efforts have been made to achieve good performance. the government's attention has been socialized services. then the employee's performance would certainly be a concern of all parties. the employee must be completely competent in their field and employees must also be able to serve optimally. optimal employee performance is influenced by various factors, both internal and external.

Furthermore, based on research conducted by HAUCK et al. (2008) suggest that the accumulation of workloads will lead to a reduction in performance and increase job stress. Similar results are also shown in studies conducted by lisnayetti and hasan basri (2006) who found that the workload associated with the performance of professors, high-performance workload is less.

From these descriptions, it is less than optimal performance of employees of the Department of Food and Animal Husbandry of West Java Province allegedly caused by the employee's workload is felt too heavy. this was confirmed by the findings of researchers as follows:

1. Lack of coordination among employees in various parts, resulting in asymmetry of information.

- 1
2. Facilities and infrastructure are inadequate, in particular technical support in administrative management.
3. The growing demands of quality work make employees bored and weary in doing his job daily
4. The deadline performing tasks that tend to be tight making it difficult for employees to complete the task in question

## II. LITERATURE REVIEW

### Human Resource Management

According to Cascio (2003: 10), "Human resource management is the art and science arrange relations and the role of labor to be efficient and effective assists its a form of organization, employees, and society". Human resource management is the science and art of governing the relationship and the role of labor to be efficient and effective in helping the realization of objectives of the organization, employees, and society.

The definition of resource management in persons is an art and science which studies how human efficiency resource management by implementing management functions of human resources optimally to achieve the goals of individuals and organizations.

According Siagian (2008: 21), the function - the function of human resource management is as follows: (a) planning, (b) Organizing, (c) Briefing, (d) Control, (e) Procurement, (f) Development, (g) compensation, (h) Pengintegrasian, (i) Maintenance, (j) Discipline, (k) Dismissal.

### Workload

Understanding the workload is a set or several activities that must be completed by an incumbent organizational unit or within a certain period. Workload measurement is defined as a technique to obtaining information about the efficiency and effectiveness of a unit of the organization, or the

1 incumbent are carried out systematically by using job analysis techniques, workload analysis techniques or other management techniques. Further stated also, that measurement is one of the workload management techniques to obtain information office, through the process of research and assessment conducted the analysis. The office information intended to be used as a base to enhance both its institutional apparatus, procedures, and human resources (minister,

Everly et al (in Munandar, 2001) say that the workload is a situation where workers faced with the task to be completed at a specific time. Another category of workload is a combination of quantitative and qualitative workload. Quantitative workload arising from the tasks are too many or few, whereas qualitative workload if workers feel unable to perform a task or tasks do not use the skills or the potential of workers.

#### Clarification Workload

- a) Quantitative excess burden  
Excess burden physically or mentally due to too many activities is a possible source of job stress.
- b) The load is too little quantitative  
The workload is too little quantitative also can affect one's psychological well-being.
- c) Qualitative excess burden  
Advances in technology resulted in most of the work that had been done manually by human/labor taken over by machines or robots so that human work switch the emphasis on brain work.
- d) The load is too little qualitative  
The load is too little qualitative is a state in which labor is not allowed to use the skills acquired, or to develop the full potential skills.

#### 1 Factors Affecting Workload

Rodahl (1989) and Manuaba (2000) in Prihatini (2007), stating that the workload is influenced by the following factors:

The external factor is the burden that comes from outside the body of workers, such as:

- a. The tasks performed physical
- b. organization of work
- c. Work environment

These three aspects are called Wring stressors.

Internal factors are factors originating from within the body as a result of the reaction to external workload. The reaction of the body is called strain, the severity of the strain can be assessed both objectively and subjectively. Internal factors include somatic factors (sex, age, body size, nutritional status, health condition), psychological factors (motivation, perception, belief, desire, and satisfaction).

#### Impact Workload

Excessive workload will cause both mental and physical fatigue and emotional reactions such as headaches, digestive disorders, and irritable. While the workload is too little where the work is happening due to the reduction of motion will lead to boredom and a sense of monotony. Boredom in routine daily work for assignments or work too little results in a lack of attention on the job so that potentially endanger workers (Manuaba, 2000, in Prihatini, 2007).

#### competency

Ariffin and Zailani (2011: 189) states that "competency is defined as a characteristic of an employee that contributes to successful job performance and the achievement of organizational results". Competencies that are characteristic of the employees who have contributed to improve performance and achieve organizational objectives. Ariffin and Zailani also confirmed that the competence of "these include

1 knowledge, skills, and abilities plus other characteristics such as values, motivation, and this initiative and self-control". Competencies including knowledge, skills, and abilities coupled with other characteristics, such as values, motivation, and initiative, as well as self-control.

Related to the strategic role of human resources, competencies do with an organization's understanding of the role of human resources issues that originally people be people-related business issues.

### performance

According to Sedamayanti (2004: 176), "performance is a result of work that can be accomplished individual or a group of people in organism accordance with the powers and responsibilities of each in achieving organizational goals legally, do not break the law and by moral and ethical".

Furthermore, Mangkunagara (2005: 67) defines performance as follows: "The performance (performance) is the result of the quality and quantity of work accomplished by an employee in performing their duties by the responsibilities given to him".

Based on some understanding of the above, it can be concluded that the performance is a result of work (outputs and outcomes) employees both in quantity and quality within an organization by the responsibilities and the type of work assigned to him.

### Factors Affecting Performance

According to Cummings and Schwab (1973), Porter and Lawler (1968), Vroom (1960) in Sumantri (2001: 63), the work is a function of three modifiers that includes the ability, level of motivation and role perception. While Sedarmayanti (2004: 177) points out several factors that affect achievement or job performance is the capability (ability) and motivation factors

(motivation). This is by the opinion of Newstrom and Davis (2002: 15), which formulates that:

- $X \text{ Knowledge Skill} = \text{Ability}$
- $\text{Attitude} \times \text{Situation} = \text{Motivation}$
- $\text{Ability} \times \text{Motivation} = \text{Potential Human Performance}$
- $\text{Potential Human Resources Performance} \times \text{Opportunity} = \text{Organizational Results}$

### III. RESEARCH METHODS

Analysis of the data will be used consist of two types: (1) descriptive analysis especially for qualitative variables, (2) quantitative analysis of testing the hypothesis by using statistical tests. The quantitative analysis emphasized to express the behavior of the research variables, while the descriptive analysis/qualitative used to explore the behavior of the underlying cause. By using a combination of methods of analysis that can be obtained generalization is comprehensive.

Based on the methods used in data collection, the ordinal variables that have a size of further transformed into a form of the interval using the Method of Successive Intervals.

Before the data were analyzed, the data processing is done first. Processing of data collected from interviews and questionnaires can be grouped into three steps: preparation, tabulation, and data on the implementation of the research approach. Preparatory research includes activities to collect and check the completeness of the questionnaire and provide value (scoring) by a predetermined grading system. The questionnaire covered using ordinal scale 5, the value obtained is an indicator for the pair of independent variables X and Y the dependent variable, as follows: (X, Y) is assumed to be related linearly. Data tabulated results applied to the research approach used by the purpose of research.

The analysis consists of two types: (1) descriptive analysis especially for qualitative variables, (2) quantitative analysis, such as the acquisition of path coefficients and determination stating the influence of independent variables on the dependent variable. The quantitative analysis emphasized to express the behavior of the research variables, while the descriptive analysis/qualitative used to explore the behavior of the underlying cause. The analytical method used in the form of cross-sectional analysis. By using a combination of methods of analysis that can be obtained generalization is comprehensive.

As for the analysis has taken steps as follows: As designed in the operationalization of the variables of the questionnaire, then the value of the variables: workload, competence, and performance are ordinal scale data. By using a type of closed questions (closed-end questions) of each item is determined by the ratings of five alternative answers. The selection of respondents

is the score of the answers so that the variable value derived from the total score of the answers of each item.

Path analysis techniques require the data requirements that have at least level measurement interval.

#### IV. RESULTS AND DISCUSSION

##### Workload and Competence have effect on employee performance in the Department of Food and Animal Husbandry of West Java Province

Based on the framework of the theory that there is a positive influence between workload and competence to employee performance, they will test the overall hypothesis that the following forms:

**Table 1. Simultaneous Hypothesis Testing**

ANOVA					
Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	104 787	2	52 394	17 255	.000b
residual	91 092	30	3,036		
Total	195 879	32			

Based on the results of these calculations in table 1, it turns out Fhitung 17 255 greater than ttable 3.23 ( $F_o > F * (k, nk-1)$  (17 255 > 3.23), so the hypothesis is accepted or  $H_0$  is rejected. Means

testing of individuals with hypotheses can continue to do that:

##### Hypothesis Testing Individually

**Table 2 testing Hypothesis**

coefficient Line	t	ttabel	Conclusion
PYX1	0133	1,194	0001 Ho rejected There is the effect of workload on performance
PYX2	0709	4,215	0000 Ho rejected There Competence influence on performance

Based on the calculation of the value of the path coefficient in table 2, variable (X1) and (X2) to (Y), which is obtained by using the program as SPSS, thus by the rules of the decision, that the prices of t fall area H0 is rejected it means the path coefficients significantly so that the path diagram unchanged. The concept can be explained

that all aspects of workload and competency aspects affect the performance.

So that Influence the workload and competencies on the performance of employees in the Department of Food and Animal Husbandry of West Java province are:

**Table.3. Effect of Variable X1 and X2 to Y and Effect of Excluding variables X and Y**

Interpretation Path Analysis		
Information	Influence	%
Effect of X1, X2 to Y	0535	53.5
Outside influenceX1, X2and Y	0445	52.7
<b>amount</b>		100

From the test results can be seen in table 3, that the workload and competencies together affect the performance of which amounted to 53.5%, while the remaining 44.5% is influenced by other factors not examined by the author's organizational commitment, competence, culture, a leadership style that requires further research. However, when seen in partial Competence more dominant performance than workload. This can be

understood as an indicator of the workload and competencies used as a performance measurement aspect.

Based on the calculation above, it can be revealed that the workload that affects the performance of an employee in the Department of Food and Animal Husbandry of West Java Province, can be seen in the table 4 below:

**Table 4 Direct and Indirect Effect Of workload on Performance**

Interpretation Path Analysis			
Ket		Influence	%
<b>X1</b>	Direct influence to Y	0.0177	1.77
	The indirect effect through X2 to Y	0.0514	5:14
<b>amount</b>		0.0691	6.91

Likewise, the calculation above, it can be revealed that the influence of Competence on employee performance in the Department of Food and

Animal Husbandry of West Java Province, directly or indirectly, can be seen in the table:

**Table 5 Direct and Indirect Effect of Competence on performance**

Interpretation Path Analysis			
Ket		Influence	%
<b>X2</b>	Direct influence to Y	0.2452	24.52
	The indirect effect through X2 to Y	0.2204	22:04
<b>amount</b>		0.4659	46.59

From Table 5 shows that the contribution to the performance of direct competence of 24.52%, with a coefficient of 4,215 t, while for ttable value at significance level  $\alpha (0,05) = 0.00$ , because of the value of  $t > t$  table, as well as indirectly through the variable workload at 22:04%. While the contribution of Competence on employee performance as a whole reached 46.59%, it can be concluded that the competency direct effect on performance. The path coefficients indicate a positive and significant value, meaning that if Competence increases so that performance will increase as well.

## V. CONCLUSION

Based on the research that has been conducted to determine which Workload and Competence Effect on Employee Performance in the Department of Food and Animal Husbandry of West Java province, it can be concluded as follows:

1. The workload is foremost in any of the existing institutions of both the business and non-business. The workload is reflected in the extent to which tasks and jobs into a large responsibility for employees, in this case, burden the organization of work to employees. Workload perceived Employees at the Department of Food and Animal Husbandry of West Java Province has been better able to increase employee performance.
2. Competence to be foremost in any of the existing institutions of both the business and non-business. Kompetensis reflected the extent to which an employee can multiply the potential that lies within. Kompetensis owned Employees in the Department of Food and Animal Husbandry of West Java Province has been

better able to increase employee performance.

3. Performance becomes the most important thing in any of the existing institutions of both the business and non-business. Performance reflected the extent to which the organization can optimize all the abilities and skills of employees, in this case, that an employee organization. Employee Performance in the Department of Food and Animal Husbandry of West Java Province has been better able to improve the productivity of the organization
4. Workload and Competence simultaneous influence on employee performance in the Department of Food and Animal Husbandry of West Java Province. But partially Kompetensis more dominant than Workload Performance. Partially, Workload and Kompetensis influence on performance is as follows: Workload effect on employee performance, so if
  - A. Workload received appropriate/right, then the employee performance will increase as well.
  - B. Competency have effect on employee performance, so the corresponding Kompetensis, then the employee performance will be higher as well.

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