

Effect of Employee Competency, Organizational Commitment and Workload on Employee Performance of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province

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ABSTRACT : This study aims to determine the effect of employee competency, organizational commitment and workload on employee performance of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province. The method used in this research is quantitative research with a associative approach. The population in this study were all employees of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province. The sample used as many as 81 people using proportionate stratified random sampling techniques. The data analysis technique is multiple linear regression. The results showed that: (1) Employee competency has a positive and significant effect on employee performance of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province, (2) Organizational commitment has a positive and significant effect on employee performance of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province, (3) Workload has a negative and significant effect on employee performance of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province, (4) Employee competency, organizational commitment and workload simultaneously has a significant effect on employee performance of Public Works and Spatial Planning (PUPR) Service of West Sumatra Province.

Keywords: Employee Competency, Organizational Commitment, Workload, Employee Performance

1. INTRODUCTION

Employee performance in the organization in general is a manifestation of the employee's work which is used as a basis for assessment of employees. Good employee performance is a step to achieve the organization's goals. Therefore, employee performance is interpreted as the result of employee work as a determinant of the achievement of the organization's objectives so that it needs real efforts to improve employee performance.

The Office of Public Works and Spatial Arrangement (PUPR) of West Sumatra Province is a government agency that has the main task of carrying out the affairs of the regional government of West Sumatra province in the field of Public Works and Spatial Arrangements, where human resources support the implementation of the main duties and functions numbering 418 people.

One of the things that affects employee performance improvement efforts is competence. Based on the results of pre-survey of education level owned by employees of the Office of Public Works and Spatial

Arrangement (PUPR) of West Sumatra Province dominated by bachelor's and high school/equivalent education.

The phenomenon of low employee competence is also seen from several problems: 1) coordination skills between employees have not gone well, 2) employees at the executive/staff level are less in control of the substance of their work, where the completion of tasks is handled only by a few employees, both individually and in the team, so tasks tend to be concentrated on those who are judged to have competencies in terms of ability, skills and skills, while others work rough without clear patterns and goals.

Indication of low employee competence in the implementation of work is one of the contributing factors to the achievement of performance targets. Another factor that allegedly affects employee performance is the organization's commitment. The overall commitment of the organization can be said to be still quite good with an average value of 74%.

This indicates an improvement in the commitment of employee organizations. In addition, the results of interviews with employees indicate a low commitment of the organization, including: (1) the inability of employees to complete work on time and in accordance with the standards set by the Agency, (2) the involvement of employees in each decision-making by the organization is still lacking so that the idea and creativity of employees is less developed and (3) the participation of employees in the activities of the organization is still lacking so that there is social jealousy among employees.

Low organizational commitment policies to support employees in work can lead to poor employee performance. Employee performance is also affected by workload. Workload is one of the elements that should be considered for employees to get high level and employee performance in addition to the element of additional burden due to the work environment and excessive work capacity.

Based on interviews with 15 research employees, there is a conflict of roles where employees have to do more than one job, while the deadline is very tight, resulting in a high level of employee fatigue.

In addition, there are still employees who have not been able to adapt in difficult circumstances and jobs with high levels of work risk, discouraged and pessimistic, unable to control emotions properly, and employees still do not make the maximum contribution to the workplace. This indicates that the workload borne by the employee is quite heavy, resulting in the on-work stress of the employee and impacting the performance of the employee.

2. HYPOTHETICAL DEVELOPMENT

The performance of employees in is highly determined by the competencies required by the field of employment. The relationship of employee competency with performance is if the employee wants to improve his performance, should have competencies that are in accordance with his work duties. To obtain effective performance in each position, employees must be equipped with good competence in order for the resulting performance to be satisfactory. The higher the employee's competence, the higher the employee's performance.

Spencer in Moehariono (2012:8) the relationship between employee competence and performance is very close and very important, its relevance is there and strong accurate even employees if they want to improve their performance should have competence that suits the right man on the right job..

Yanti's research (2019) shows that competencies have a positive and significant effect on employee performance. Other research idawani (2018) shows that competency affects employee performance in the organization. Murshalim et al (2017) states that competency affects employee performance.

Based on a review of previous research, it can be concluded that employee competency affects employee performance. Therefore the hypotheses in this study are:

H1: Employee competency has a significant impact on employee performance

The organization's commitment will be able to encourage employees to behave positively, be disciplined in work, adhere to organizational policies and regulations, establish good relationships with colleagues, and

improve work performance. Through the planting of strong organizational commitment in employees can create good employee performance.

Many leaders assume that the organization's goals cannot be achieved if organizational commitments are not firmly embedded in employees. The opportunity to discuss ideas and opinions can improve their sense of employees' own and performance.

The higher the organization's commitment, the higher the employee performance. Renyut et al research (2017) shows that the organization's commitment has a positive effect on employee performance. In 2017, Murshalim et al. research showed organizational commitment to employee performance.

Based on previous research reviews, it can be concluded that the organization's commitment affects employee performance. Therefore the hypotheses in this study are:

H2: Organizational commitment has a significant impact on employee performance

Workload is an extrinsic factor for individuals who are one of the sources of performance problems, because the workload they face is too high. These conditions require employees to provide greater energy than usual in severing their employment, not all employees have a level of resistance to pressure from the same workload, But all of this depends on each individual, meaning that the tasks will be completed properly or not depending on how one lives the workload he feels. If the workload continues to increase without the appropriate share of workload, employee performance will decrease.

Previous research that discussed the impact of workload on employee performance conducted by Adityawarman (2015) shows that workload has a positive and significant effect directly on employee performance. Tjiabrata et al research (2017) shows that workload has a significant influence on employee performance.

Based on a review of previous research, it can be concluded that workload affects employee performance. Therefore the hypotheses in this study are:

H3: Workload has a significant impact on employee performance

The employee's work is determined by the performance of his employees. Performance is the result of a process that refers and is measured over a certain period of time based on a forefined provision or agreement (Edison et al, 2016: 190).

Competence, organizational commitment and workload have a positive and significant impact on employee performance. If the employee has high organizational competence and commitment and the burden of kerja is balanced then the performance generated by the employee will be maximized, therefore the vision and mission of the organization will be achieved.

Low organizational competencies and commitments and overly heavy workloads for employees will tend to result in low performance. Murshalim et al research (2017) shows that organizational competence and commitment affect employee performance.

Based on previous research reviews, it can be concluded that employee competencies, organizational commitments and workloads can affect employee performance. Therefore the hypotheses in this study are:

H4: Employee competencies, organizational commitments and workloads together have a significant impact on employee performance

3. RESEARCH METHODS

The population in this study was all employees of the Public Works and Spatial Arrangement Office (PUPR) of West Sumatra Province numbering 418 people. In this case, the authors took a sample of public works and spatial arrangement (PUPR) employees of West Sumatra Province with the number of samples in this study was 81 people. Data analysis techniques use multiple regression analysis with formulas:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y= Employee performance

- a = constant, y value of a, when X = 0
- b₁, b₃ = Coefficient of each variable
- X₁ = Competency variables
- X₂ = Organizational commitment variables
- X₃ = Workload variables
- e = standard error

Hypothesis tests used in the study include; t-test, and simultaneous influence test (F-test).

4. METHODS

The methodology involves a survey to collect the data. The protocol consisted in collecting opinions and data from the immigrant community that I know and those around me in the major cities of Quebec.

The data collection tool used includes interviews and a questionnaire, sometimes followed by reminders for a better understanding and validation of the information. Questions focus on education and experience, action and success. To measure the degree of perseverance, the questionnaire scores and ranks responses from very low to high perseverance.

5. RESULTS OF RESEARCH AND DISCUSSION

Multiple regression analysis is used to determine the regression coefficient of independent variables and how they affect dependent variables, can be seen from the analysis of multiple linear regression data obtained:

Table 1. Linear Multiple Regression Results

Variable	Regression Coefficient	T count	Significance
Competence	0,279	3,906	0,000
Organizational commitment	0,669	5,041	0,000
Workload	-0,221	-2,381	0,020
Constant		10,849	

Data source : Results of respondents' answers processed, 2020

Based on the regression results from the table above, it can be determined the linear regression equation multiple in this study as follows: $Y = 10.849 + 0.279 X_1 + 0.669 X_2 - 0.221 X_3$. The achievements of the regression equation obtained are as follows:

1. A constant of 10,849 states that if employee competency variables (X₁), organizational commitment (X₂) and workload (X₃) are considered constant or ignored, then employee performance (Y) is 10,849.
2. Employee competency regression coefficient (X₁) is 0.279 meaning that if other independent variables fixed value and employee competency increases by 1 unit of weight, then employee performance will increase by 0.279, similarly in the opposite circumstances. A positive coefficient means that employee competency has a positive effect on employee performance.
3. The regression coefficient of organizational commitment (X₂) is 0.669 meaning that if other independent variables are fixed value and the organization's commitment increases by 1 unit of weight, then employee performance will increase by 0.669, similarly in the opposite circumstances. A positive coefficient means that the organization's commitment has a positive effect on employee performance.

The workload regression coefficient (X₃) is -0.221 meaning that if another independent variable's value is fixed and the workload increases by 1 unit of weight, then employee performance will decrease by 0.221, similarly in the opposite circumstances. A negative coefficient means that workload negatively affects employee performance.

Uji t

The results of multiple regression analysis by conducting the t test obtained a regression coefficient of 0.279, and the value of $t_{hitung} > t_{tabel}$ ($3,906 > 1,990$) with a significance of $0.000 < 0.05$, then H1 received. It can be concluded that employee competency has a positive and significant effect on employee performance.

This means that the higher the employee's competence, the more employee performance increases. On the other hand, the lower the employee's competence, the lower the employee's performance.

Spencer in Moeheriono (2012:8) the relationship between employee competence and performance is very close and very important, its relevance is there and strong accurate even employees if they want to improve their performance should have competence that the right man on the right job.

Yanti's research (2019) shows that competencies have a positive and significant effect on employee performance. Other research idawani (2018) shows that competency affects employee performance in the organization. Based on the processing of data obtained a regression coefficient value of 0.669 and the value of $t_{hitung} > t_{tabel}$ ($5,041 > 1,990$) with a significance of $0.000 < 0.05$, then H2 is accepted. It can be concluded that the organization's commitment has a positive and significant impact on employee performance. That is, the higher the commitment of the organization, the more employee performance. On the other hand, the lower the organization's commitment, the lower the employee performance.

The results of this study in line with renyut et al research (2017) show that the organization's commitment has a positive effect on employee performance. In 2017, Murshalim et al. research showed organizational commitment to employee performance. From the processed data also obtained a regression coefficient value of -0.221 and the value of $t_{hitung} > t_{tabel}$ ($-2,381 > 1,990$) with a significance of $0.020 < 0.05$, then H3 received. It can be concluded that workload negatively and significantly affects employee performance. That is, the higher the workload, the lower the employee performance. On the other hand, the lower the workload, the more employee performance increases. In line with Iskandar and Sembada's research (2012) shows that workload has a significant effect on employee performance. Tjiabrata et al research (2017) shows that workload has a significant influence on employee performance.

Test F

F Test Results (Together) obtained a value of $F_{hitung} > F_{tabel}$ ($37,066 > 3.11$) with a significance of $0.000 < 0.05$ (alpha), hence H4 is accepted. This means that employee competency variables, organizational commitments and workloads together have a significant impact on employee performance

From the determination coefficient test adjusted R square showed 0.575, this indicates that the variable contribution of employee competency, organizational commitment and workload to the performance of employees of the Public Works and Spatial Arrangement Service (PUPR) of West Sumatra Province is 57.5% while 42.5% is determined by other factors not studied in this study such as organizational support, job satisfaction, work environment, compensation and so on.

6. CONCLUSIONS AND SUGGESTIONS

The study found that employee competency had a positive and significant impact on the performance of employees of the Public Works and Spatial Arrangement Office (PUPR) of West Sumatra Province. This means that the higher the employee's competence, the more employee performance increases.

Further more, the organization's commitment has a positive and significant impact on the performance of the Public Works and Spatial Management Agency (PUPR) of West Sumatra Province. That is, the higher the commitment of the organization, the more employee performance.

The workload had a negative and significant impact on the staffing of the Public Works and Spatial Arrangement Office (PUPR) of West Sumatra Province. That is, the higher the workload, the lower the employee's performance. Employee competence, organizational commitment and workload together have an effect on the performance of employees of the Public Works and Spatial Arrangement Office (PUPR) of West Sumatra Province. Based on the findings of previous research, to improve the performance of employees of the

Public Works and Spatial Arrangement Office (PUPR) of West Sumatra Province, the authors provide the following suggestions: 1) The lowest score on competency variables is in the indicator of individual ability.

In order for employees to produce optimal performance in the workplace, the Public Works and Spatial Arrangement Office (PUPR) of West Sumatra Province must improve the individual employee's ability in terms of identifying problems that occur in the workplace and be able to provide solutions to job solving. In addition, there are still many employees who are educated in high school and elementary school, making the implementation of the work less optimal. Therefore, it is necessary to give employees the opportunity to continue their education to a higher level in order to improve employee performance.

As a result of the descriptive analysis of organizational commitment variables, the lowest score is on the affective commitment indicator. Therefore, there needs to be an increase in effective commitment by giving employees confidence to participate in decision-making on the future of the organization, working together in times of trouble so as to make employees feel part of the organization and employees feel valued because it will make employees comfortable and motivate them to spend their careers

The lowest average TCR score result of workload variables is in the psychological stress load indicator. Therefore, the Office of Public Works and Spatial Management (PUPR) of West Sumatra Province can improve employee comfort in work such as clean and spacious workplaces and reduce high-risk work by prioritizing employee safety so that employees feel safe in work.

Further research is recommended to be able to add other variables that are thought to affect employee performance such as organizational support variables, job satisfaction, work environment, compensation and so on.

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