

# The Effect of Workload and Competence on Employee Performance Case Study at the East Perak Health Center, Surabaya City

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## ABSTRACT

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*Employee Performance, Workload, Competence, Public Health Services, Human Resource Management*

This study examines the influence of workload and competence on employee performance at the East Perak Health Center in Surabaya, Indonesia. Motivated by fluctuating performance scores and resource limitations in a densely populated service area, this research adopts a quantitative method with a causal design. A sample of 47 healthcare and administrative employees was selected using purposive sampling. Data were collected through structured questionnaires and analyzed using multiple linear regression with SPSS version 30. The findings indicate that workload has a significant negative effect on employee performance, while competence shows a significant positive impact. The model explains 51.6% of the variance in employee performance. These results emphasize the critical need to balance workload and enhance employee competence to ensure effective public health service delivery. Future studies are encouraged to explore additional factors affecting performance in community health settings.

## INTRODUCTION

In pursuit of enhanced public health quality, the East Perak Health Center (Puskesmas Perak Timur) in Surabaya implements various public and individual health programs. Public health efforts include clean and healthy lifestyle education, environmental monitoring, nutrition, maternal and child health services, as well as the prevention and management of communicable and non-communicable diseases. Meanwhile, individual services are delivered at the health center facility and comprise general medical care, dentistry, psychological services, traditional medicine, and laboratory and pharmaceutical support.

These programs are evaluated through a performance assessment system (PKP). Between 2022 and 2024, East Perak Health Center's PKP scores fluctuated between 82 and 97, with several scores falling below the Surabaya city standard (>91). This reflects inconsistencies in performance, partly attributed to heavy workloads due to the high population in the work area—over 73,000 residents across four urban villages. Despite the national

standard recommending one health center per 30,000 people, East Perak Health Center remains the sole facility serving the entire Cantian Customs District, further burdening its 51 employees.

Staff are required to handle both clinical and administrative tasks, which underscores the necessity for high competence across roles. Human resources are a vital component in achieving sustainable health development. The triple burden of disease in Indonesia—nutritional issues, infectious diseases, and rising non-communicable conditions—exacerbates the need for efficient and skilled personnel.

Employee performance is crucial to organizational success and is influenced by multiple factors, particularly workload and competence. Excessive workload can lead to physical and mental fatigue, while insufficient workload may cause boredom and reduced efficiency. Optimal performance requires a workload that matches capacity. Empirical research generally supports the notion that workload positively or negatively impacts health worker performance, though some findings suggest otherwise.

Competence, defined as the integration of knowledge, skills, and attitudes, is essential for effective task execution. It enhances professional quality and organizational outcomes. Studies affirm a positive correlation between competence and employee performance, although contradictory evidence exists.

This research is important because understanding how workload and competence affect employee performance can provide actionable insights to improve health service delivery. Identifying these factors allows policymakers and health administrators to develop targeted interventions, such as better workforce planning, competency development programs, or workload redistribution. In the long term, enhancing employee performance through evidence-based strategies contributes to more consistent service quality and better public health outcomes, especially in high-demand areas like East Perak.

In conclusion, the combination of high workload and the need for competent staff directly influences the performance of employees at the East Perak Health Center. This dynamic ultimately affects the quality of public health services. Therefore, this study aims to examine the influence of workload and competence on employee performance in this context.

## LITERATURE REVIEW

### *Workload*

Workload refers to a collection of responsibilities or tasks that must be completed by an employee within a certain period of time (Kirana, Septyarini, & Nurmustofa, 2023).

Workloads indicate specific tasks and outcomes that employees are expected to complete within a given time frame. Excessive workload can result in employee discomfort and dissatisfaction at work (Bogar, Sambul, & Rumawas, 2021).

Work analysis, workload analysis, and various management methodologies are used to evaluate the effectiveness and efficiency of the organization or leader in carrying out the assigned tasks within a certain period of time (Dzirusydi, Harlen, & Hendriani, 2017)

H 1: Workload has a significant positive effect on the performance of employees of the Perak Timur Health Center in Surabaya City.

### *Competence*

Competence is a fundamental attribute that encompasses an individual's physical and cognitive abilities, both of which vary among individuals and can be refined through continuous development (Spencer & Spencer, 1993). According to Law No. 13 of 2003 on Manpower, work competence refers to the ability to perform tasks according to established standards, incorporating expertise, professional behavior, and relevant skills. Wibowo (2017) emphasizes that competence entails executing tasks effectively using appropriate knowledge and behavior aligned with occupational expectations.

Sedarmayanti (2018) and Simamora (2004) describe competence as a combination of abilities, skills, and proficiency necessary for task completion. It involves not only technical knowledge but also behavioral traits that contribute to effective performance. Employees demonstrating the expected competencies are more likely to produce superior outcomes, as behavior is viewed as a replicable element of high performers' success.

In line with this, Sunarto (2000) points out that role-related behaviors form the basis of competency analysis, focusing on the actions employees must take to meet job demands. In human resource management, competence reflects the personal characteristics enabling individuals to succeed in their roles. High-quality human resources are vital for achieving efficiency and effectiveness, while insufficient competence can hinder productivity.

Wu (2010) further categorizes competence into two key interpretations: (1) underlying personal traits that manifest consistently across different job contexts, and (2) causal relationships between competence and performance, signifying that high skill levels often lead to superior job outcomes. Competence includes both soft and hard skills. Soft skills—such as communication, teamwork, and emotional intelligence—are intrinsic qualities deeply rooted in personality and predictive of behavior in professional settings (Spencer & Spencer; Priyono et al., 2021; Robbins, 2016).

In contrast, hard skills refer to technical knowledge and domain-specific expertise that contribute to one's intellectual capacity (IQ) and problem-solving ability. These are observable, measurable through practical or technical assessments, and essential for task-oriented roles (Sihaan, 2017). A well-rounded employee must integrate both soft and hard skills to meet the demands

of an increasingly complex and technological work environment.

H 2: Competence has a significant positive effect on the performance of employees of the Perak Timur Health Center in Surabaya City.

### **Employee Performance**

Performance is a central concept in management, representing the outcomes, achievements, and efficiency of an individual's or organization's efforts. Etymologically derived from the verb "to perform," it encompasses actions such as executing, accomplishing, and fulfilling tasks (Sinambela et al., 2006). In practical terms, performance reflects the implementation of planned actions aimed at achieving predefined goals and is closely associated with results and individual efforts (Sarifudin & Dyah P. D, 2021).

In the context of public health centers, employee performance refers to the ability of staff members to carry out specific tasks using their professional skills to meet institutional objectives. Effective performance is essential to ensure public satisfaction, requiring health workers to possess the necessary competencies and a commitment to service delivery for all community segments (Essi Guspaneza, 2017).

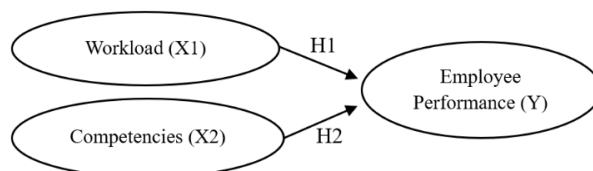
Organizational performance is a key indicator of goal achievement, reflecting measurable outcomes generated through individual or group task execution. It also serves as a basis for leaders to evaluate operational effectiveness, often only brought to attention when significant issues arise (Sinambela, 2019). Performance evaluations, both individual and collective, help determine employees' readiness for expanded responsibilities and ensure alignment with organizational standards (Shinta & Siagian, 2020).

Tamunomiebi and Oyibo (2020) emphasize that employee performance is influenced by ability, skill, and agility, which are further enhanced by workplace supervision and training. A lack of these supporting factors can result in diminished performance, underlining the importance of organizational support structures.

Finally, performance assessment can be conducted through direct human observation, with various internal and external factors playing critical roles in determining how effectively an individual performs their duties (Sedarmayanti, 2018). Overall, employee performance remains a focal point in management research due to its direct impact on both individual success and organizational effectiveness.

### **Framework**

**Figure 1. Research framework**



Information;

X = Independent Variables, namely Workload, Competencies

Y = Dependent Variables, namely Employee Performance

### **METHOD**

#### **Research Design**

This study adopts a quantitative research approach with a causal and conclusive research design. It aims to examine the influence of workload (X1) and competence (X2) on employee performance (Y) at Puskesmas Perak Timur, Surabaya. The variables involved include workload and competence as independent variables and employee performance as the dependent variable.

#### **Population and Sample**

The population in this study consists of all employees at Puskesmas Perak Timur, totaling 52 individuals. A purposive sampling technique was used, selecting 47 employees who met the criteria: employees involved in healthcare services (doctors, nurses, etc.) and administrative duties with a minimum educational qualification of high school and having core job responsibilities. Non-representative roles such as janitors and security personnel were excluded from the sample.

#### **Data Collection Method**

Primary data was collected using structured (closed-ended) questionnaires distributed directly to respondents after working hours to ensure focus and accuracy in responses. The questionnaire used a Likert scale to measure perceptions related to workload,

competence, and performance. Secondary data was gathered from literature, previous studies, and internal documents. The research instrument was validated using Pearson Correlation and tested for reliability using Cronbach's Alpha.

### Data Analysis Method

The collected data was analyzed using multiple linear regression, a statistical method used to determine the relationship between one dependent variable and two or more independent variables. This technique is suitable for predicting the value of the dependent variable based on the values of the independent variables and identifying the strength and direction of the relationships (Ghozali, 2018). The analysis was performed using SPSS version 30. Prior to hypothesis testing, classical assumption tests were conducted—including tests for normality, multicollinearity, and heteroscedasticity—to ensure the validity of the regression model. Hypothesis testing was carried out using the t-test (partial test) at a 5% significance level ( $\alpha = 0.05$ ) to assess the partial effects of Workload (X1) and Competence (X2) on Employee Performance (Y).

## RESULT

### Validity Test

The validity test is carried out to ascertain whether the questionnaire has the ability to accurately measure the variables under study. To assess validity, researchers used the SPSS (Statistical Product and Service Solutions) 30 program for Windows. The results of testing the validity of indicators for each independent variable and the dependent variable are presented in the table above.

**Table 1.** Validity Test Result

Variable	Indicator	r Calculated	r Table	Description
Workload (X1)	X1.1	0.550	0.288	Valid
	X1.2	0.545	0.288	Valid
	X1.3	0.520	0.288	Valid
	X1.4	0.519	0.288	Valid
	X1.5	0.471	0.288	Valid
	X1.6	0.445	0.288	Valid
	X1.7	0.502	0.288	Valid
	X1.8	0.549	0.288	Valid
	X1.9	0.525	0.288	Valid
	X1.10	0.519	0.288	Valid
Competence	X2.1	0.532	0.288	Valid

(X2)	X2.2	0.556	0.288	Valid
	X2.3	0.532	0.288	Valid
	X2.4	0.529	0.288	Valid
	X2.5	0.512	0.288	Valid
	X2.6	0.597	0.288	Valid
Employee Performance (Y)	Y.1.1	0.547	0.288	Valid
	Y.1.2	0.499	0.288	Valid
	Y.1.3	0.548	0.288	Valid
	Y.1.4	0.487	0.288	Valid
	Y.1.5	0.557	0.288	Valid
	Y.1.6	0.392	0.288	Valid
	Y.1.7	0.468	0.288	Valid
	Y.1.8	0.522	0.288	Valid
	Y.1.9	0.418	0.288	Valid
	Y.1.10	0.401	0.288	Valid

The validity test is carried out to ascertain whether the questionnaire items are capable of accurately measuring the variables being studied. The analysis was conducted using SPSS version 30 for Windows. The results of the validity test for each indicator of the independent variables (Workload and Competence) and the dependent variable (Employee Performance) are presented in the table above.

Based on the results, it is evident that the Pearson correlation coefficients (r-calculated) for all questionnaire items are greater than the critical r-table value of 0.288 at a significance level of 5% ( $n = 47$ ). Moreover, all items have significance values (Sig. 2-tailed) less than 0.05, indicating statistically significant correlations with the total score of their respective variables.

This confirms that all indicators used to measure the variables of Workload (X1), Competence (X2), and Employee Performance (Y) are valid. Each item shows a strong and consistent relationship with the overall construct it is intended to measure, supporting the appropriateness and effectiveness of the questionnaire in capturing the relevant dimensions of the research variables.

### Reliability Test Results

The reliability test aims to ensure that the measuring instruments used in this study are accurate and produce consistent results. The test was conducted using SPSS version 30 for Windows. The reliability of each variable was assessed using Cronbach's Alpha.

**Table 2.** Reliability Test Results

Variable	Alpha Value (r calculated)	Cronbach's Alpha	Description
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<i>Workload</i>	0.6	0.759	Reliable
<i>Competence</i>	0.6	0.622	Reliable
<i>Employee Performance</i>	0.6	0.638	Reliable

The table above shows that the variables Workload (X1), Competence (X2), and Employee Performance (Y) are considered reliable, as each has a Cronbach's Alpha value greater than 0.6. Specifically, Workload (X1) has an alpha value of 0.759, Competence (X2) has 0.622, and Employee Performance (Y) has 0.638. These values indicate that the instruments used to measure each variable have acceptable internal consistency and are suitable for further analysis in this research.

### Normality Test Result

The normality test aims to determine whether the residual values are normally distributed. In this study, the Kolmogorov-Smirnov statistical test was applied to assess the normality of the data distribution. A dataset is considered to follow a normal distribution if the significance value (Asymp. Sig. 2-tailed) is greater than 0.05.

**Table 3.** Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
<b>N</b>		47
<b>Normal Parameters<sup>a,b</sup></b>	Mean	.0000000
	Std. Deviation	1.82428415
<b>Most Extreme Differences</b>	Absolute	.101
	Positive	.055
	Negative	-.101
<b>Test Statistic</b>		.101
<b>Asymp. Sig. (2-tailed)</b>		.200 <sup>c,d</sup>
<b>a. Test distribution is Normal.</b>		
<b>b. Calculated from data.</b>		
<b>c. Lilliefors Significance Correction.</b>		
<b>d. This is a lower bound of the true significance</b>		

As shown in the table above, the test result indicates a significance value of 0.200, which is higher than the threshold of 0.05. Therefore, it can be concluded that the data used in this study are normally distributed, and the assumption of normality for linear regression analysis has been met.

### Multicollinearity Test Result

The multicollinearity test is used to determine whether there is a correlation between the independent variables in the regression model. To identify the presence of multicollinearity, the Tolerance and Variance Inflation Factor (VIF) values are evaluated. Multicollinearity is considered not to occur if the Tolerance value is greater than 0.10 and the VIF value is less than 10.

**Table 4.** Multicollinearity Test Result

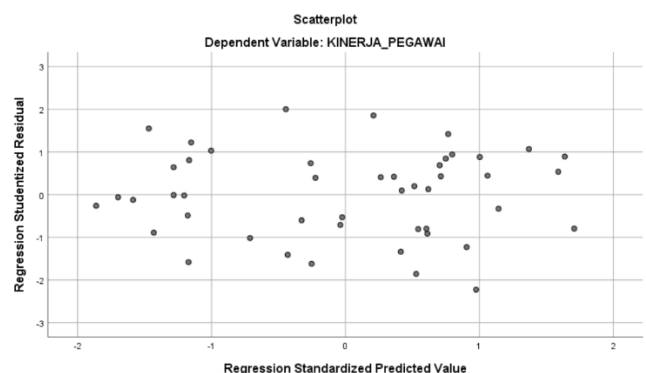
Variable	Tolerance	VIF	Description
<b>Competence</b>	0.981	1.019	Multicollinearity does not occur
<b>Workload</b>	0.981	1.019	Multicollinearity does not occur

Based on the test results, the independent variables Competence and Workload have Tolerance values of 0.981 and VIF values of 1.019. Since the Tolerance values are well above 0.10 and the VIF values are far below 10, it can be concluded that no multicollinearity is present among the independent variables in this regression model. This indicates that the independent variables are not strongly correlated with each other and can be reliably included in the analysis.

### Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is a variance inequality of residuals in the regression model. A good regression model should not exhibit heteroscedasticity. One of the methods used to detect heteroscedasticity is by analyzing the scatterplot between the standardized residuals and the predicted values.

**Figure 2.** Heteroscedasticity Result



The coefficient of determination aims to measure

Based on the scatterplot shown above, the data points are spread randomly and do not form a clear or specific pattern such as a funnel shape or a wave. The distribution appears to be evenly dispersed both above and below the zero line across the range of predicted values.

Therefore, it can be concluded that the regression model does not show symptoms of heteroscedasticity, which means the assumption of homoscedasticity is fulfilled. This indicates that the variance of residuals is constant and the regression model is suitable for further analysis.

### Autocorrelation Test

The autocorrelation test in this study aimed to identify whether any correlation exists among the residuals in the linear regression model. A good regression model should not exhibit autocorrelation. The decision regarding the presence of autocorrelation was made using the Durbin-Watson statistic.

**Table 5. Autocorrelation Test Result**

<i>Model Summary</i>					
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
1	.719 <sup>a</sup>	.516	.494	1.48764	1.877
a. Predictors: (Constant), Competence, Workload					
b. Dependent Variable: Employee Performance					

The result showed an R value of 0.719 and an R Square value of 0.516. This means that 51.6 percent of the variation in *Kinerja* (Performance) can be explained by the independent variables, which are *Kompetensi* (Competence) and *Beban Kerja* (Workload). The remaining 48.4 percent is influenced by other factors outside this model. The adjusted R Square value of 0.494 further confirms the model's moderate explanatory power after adjusting for the number of predictors. The Durbin-Watson value is 1.877, which is within the acceptable range (typically between 1.5 and 2.5), indicating that there is no significant autocorrelation in the residuals. Therefore, it can be concluded that the regression model is relatively good and the assumptions of independence of residuals are met.

### Analysis of Multiple Linear Regression

Multiple linear regression analysis is required in research that has two or more independent variables. This analysis is used to determine how much the dependent variable is influenced by multiple independent variables simultaneously. In this study, the researchers used SPSS version 30, and the results are as follows:

**Table 6. Multiple Linear Regression Test Result**

		<b>Coefficients<sup>a</sup></b>		<b>t</b>	<b>Sig.</b>
<b>Model</b>		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	31.612	1.325		23.862 .000
	Workload	-.451	.066	-.871	-6.832 .000
	Competence	.175	.051	.438	3.434 .001
<b>a. Dependent Variable: Employee Performance</b>					

Based on the regression equation, the constant value was found to be 31.612, meaning that if the variables *Workload* (*X1*) and *Competence* (*X2*) are held constant, the predicted value of *Employee Performance* (*Y*) would be 31.612.

The regression coefficient for *Workload* (*X1*) was -0.451, indicating that a one-unit increase in workload would decrease employee performance by 0.451. Meanwhile, the *Competence* (*X2*) variable had a coefficient of 0.175, meaning that a one-unit increase in competence would increase employee performance by 0.175.

Both variables show significant effects, as indicated by their respective significance values: 0.000 for Workload and 0.001 for Competence, both of which are below the 0.05 threshold. This confirms that both independent variables have a statistically significant effect on the dependent variable. Notably, workload has a negative effect, while competence has a positive effect on employee performance.

### Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination serves to assess the feasibility of an analysis equation in further proof and measures the extent to which the independent variable is able to explain the dependent variable. The

following is the coefficient of determination that has been determined:

**Table 7.** *Coefficient of Determination Test Result*

<i>Model Summary</i>					
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
1	.719 <sup>a</sup>	.516	.494	1.48764	1.877
a. Predictors: (Constant), Competence, Workload					
b. Dependent Variable: Employee Performance					

Based on the results, the coefficient of determination ( $R^2$ ) is 0.516, indicating that the variables *Workload* ( $X1$ ) and *Competence* ( $X2$ ) collectively influence *Employee Performance* ( $Y$ ) by 51.6 percent. Meanwhile, the remaining 48.4 percent is influenced by other factors not included in this study.

The adjusted R Square value of 0.494 confirms the model's moderate ability to explain the dependent variable after adjusting for the number of predictors. This suggests that while the analyzed variables contribute meaningfully to explaining employee performance, there are still several external factors that also play a significant role and should be considered in future research.

### ***T-test***

The T-test is used to determine whether each independent variable has a significant partial effect on the dependent variable. The results of the T-test are as follows:

**Table 8.** *T Test Result*

<b>Coefficients<sup>a</sup></b>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error		
1	(Constant)	31.612	1.325		23.862
	Workload	-.451	.066	-.871	-6.832
	Competence	.175	.051	.438	3.434

**a. Dependent Variable: Employee Performance**

Based on the results in the *Coefficients* table, the partial hypothesis test shows that the *Workload* variable ( $X1$ ) has a significant negative effect on *Employee Performance* ( $Y$ ), with a significance value of  $0.000 < 0.05$  and a t-count of  $-6.832 < -2.000$ , thus

H1 is accepted. This means that as workload increases, employee performance tends to decrease significantly.

Similarly, the *Competence* variable ( $X2$ ) has a significance value of  $0.001 < 0.05$  and a t-count of  $3.434 > 2.000$ , indicating that H2 is also accepted, meaning *Competence* has a significant positive effect on *Employee Performance*.

Therefore, it can be concluded that both *Workload* and *Competence* significantly influence *Employee Performance* ( $Y$ ) in opposite directions: workload reduces performance, while competence improves it.

## **DISCUSSION**

### ***The Effect of Workload on Employee Performance***

The results of this study indicate that workload has a significant negative effect on employee performance at the East Perak Health Center. This finding aligns with previous research by Azizah (2024), Khairunnisa, Fakhshanoor, and Aquarista (2022), Tina (2020), Musa and Surijadi (2020), as well as Syabani and Huda (2019), who found that excessive workload tends to reduce employee effectiveness and productivity. Theoretically, this is in accordance with the Job Demand-Control Model by Karasek, which suggests that high job demands combined with low decision-making control can result in work-related stress and declining performance. Workload, as defined by Kirana, Septyarini, and Nurmustofa (2023), refers to a set of responsibilities that must be completed within a specific time frame—excessive workload without adequate support or authority can overwhelm employees and impair outcomes.

In this study, although employees showed strong accountability, harmonious relationships, and commitment—reflected in high average scores—there were notable weaknesses in decision-making and adaptability. This was evidenced by lower scores on those indicators, and further reinforced by interviews with staff who expressed hesitation in responding to new or unexpected tasks without clear directives. This supports the view of Bogar, Sambul, and Rumawas (2021) that workload overload can cause discomfort and hesitation, leading to reduced performance quality. Furthermore, Robbins and Judge (2017) argue that when workload surpasses one's capacity, it leads to stress and burnout, ultimately diminishing performance. Hence, managing workload through

equitable task distribution and empowering employees with autonomy is crucial for sustaining performance in high-pressure environments like community health centers.

### ***The Influence of Competency on Employee Performance***

This study also found that employee competence has a significant positive relationship with performance. Employees who possess greater knowledge, technical skills, and the right attitudes tend to perform better. This finding is in line with the research of Arsat (2023), Mangasa & Sutopo (2023), Darmaileny (2022), and Azwina and Aulia (2021), who concluded that well-developed competence enhances the quality and efficiency of work output. The results also support the definition of competence by Spencer & Spencer (1993), who state that competence is a set of underlying characteristics—such as knowledge, motivation, and skill—that influence superior performance. In addition, this aligns with the Human Capital Theory (Becker, 1993), which asserts that individual investment in skill development improves productivity.

Quantitative data from this study showed high average scores for competence indicators—particularly knowledge (4.8) and expertise (4.7)—demonstrating that employees are well-prepared to perform their duties. Qualitative responses further confirmed this, with health workers emphasizing the importance of mastery in their roles for effective service delivery. For instance, skilled nurses were able to handle patient cases independently without the need for referrals, and health promotion officers could engage effectively in community education. These results reinforce the notion from Robbins (2016) that both hard skills and soft skills are essential for job success. Consequently, increasing employee competence through structured training, mentoring, and continuous education will contribute to better performance and improved healthcare services.

### **CONCLUSION**

Based on the findings of this study, it can be concluded that workload and competence significantly influence employee performance at the East Perak Health Center. Workload has a negative effect,

indicating that excessive tasks can hinder employees' ability to perform optimally. On the other hand, competence has a positive effect, suggesting that employees with adequate knowledge, skills, and attitudes are better equipped to carry out their responsibilities effectively. These findings highlight the need for a strategic balance between task demands and employee capabilities in healthcare settings.

The implications of this research emphasize the importance of human resource management in improving public health service quality. Healthcare administrators should consider implementing workload distribution strategies, periodic competency assessments, and targeted training programs to enhance performance. For future research, it is recommended to examine other influencing factors such as motivation, job satisfaction, leadership style, or organizational culture. Additionally, employing qualitative or mixed-method approaches could provide a more comprehensive understanding of the dynamics affecting employee performance in public health institutions.

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