

The Effect of Workload on Employee Performance with Work Ability as an Intervening Variable at PT. Bank Pembangunan Daerah Jambi

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ABSTRACT

This study aims to examine the effect of workload on employee performance with work ability as an intervening variable at PT. The results indicate that workload has a significant and positive influence on employee performance at PT. Jambi Regional Development Bank. In addition, workload also positively and significantly affects work ability. Furthermore, work ability was found to have a significant positive impact on employee performance. It was also revealed that workload positively influences employee performance through work ability as a mediating variable, indicating the important role of work ability in enhancing the relationship between workload and employee outcomes. Based on these findings, several suggestions are proposed. In terms of employee performance, it is recommended that the company avoid assigning tasks that exceed predetermined targets in order to maintain employee productivity.

INTRODUCTION

Human resource management focuses more on efforts to manage human resources in interactions between organizations and workers (Sakban et al, 2019). Human resources are a very valuable asset that must be owned by the company and must always be maintained because human resources will make the company's goals achievable (Muzaki et al, 2021).

With adequate capabilities, human resources are able to complete various tasks and responsibilities effectively and efficiently (Cahya et al, 2021). If employee performance decreases, it will have an impact on the company's income or affect the company's value (Prasetyo, 2021). So the company must have mature production factors (Sari, 2021).

Employee performance is interrelated with workload, because in providing the right work to employees, an organization needs to first look at the workload of their work position (Neksen et.al, 2021). This study uses work ability as an intervening variable to analyze and understand the effect of workload on employee performance through the role of work ability as an intermediary.

For this reason, the researcher included an intervening variable in the study. An intervening variable is one that, from a theoretical perspective, can either strengthen or weaken the relationship between the independent and dependent variables by transforming it into an indirect relationship (Ummul Aiman et al., 2022). This study uses work ability as an intervening variable to analyze and understand the influence of workload on employee performance through the role of work ability as an intermediary.

THEORETICAL REVIEW

Employee Performance

Performance refers to the outcomes accomplished by employees when carrying out the tasks and responsibilities assigned by the organization (Panigoro et al., 2022). It reflects the degree to which individuals fulfill the duties associated with their roles. Performance encompasses the results delivered by an individual, measured in both quality and quantity, in line with predetermined standards or expectations. Employee performance is a very important thing in the company's efforts to achieve its goals. As explained above regarding the definition of performance, it can be concluded that performance is a process from the beginning to achieving good work results in terms of quality and quantity and compared to predetermined standards.

The Importance of Employee Performance

Employee performance is important because it directly impacts business growth. Good performance reflects deep satisfaction with one's job, resulting in faster completion and better results. Here are some reasons why employee performance is important:

1. Increase Productivity
2. Increase Company Profits
3. Improve Company Reputation and Branding

4. Increase Loyalty
5. Reduce Absenteeism
6. Reducing Work Accidents
7. Know the development area
8. Prevent miscommunication

Employee performance indicators according to (Robins, 2006):

1. Quality
2. Quantity
3. Timeliness
4. Effectiveness
5. Independence

Workload

Based on the perspectives of various experts, workload can be understood as a series of tasks or responsibilities that need to be completed within a defined timeframe, and therefore must be accomplished promptly in accordance with existing rules and guidelines. Dhania (2020) describes workload as the amount or set of activities that an organizational unit or individual employee is required to complete within a specific period. In contrast, Meshkati, as cited in Astianto & Suprihhadi (2021), defines workload as the gap between a worker's abilities or capacity and the demands imposed by the job.

The Importance of Workload

Workload refers to the number of tasks or responsibilities a person must complete within a given time period. If managed properly, workload can improve employee productivity and well-being. However, if it's excessive or unevenly distributed, it can lead to stress and decreased performance. Here are some reasons why workload management is crucial in organizations:

1. Increase Productivity
2. Maintain Employee Health and Well-Being
3. Increase Motivation and Job Satisfaction
4. Maintain Work Quality
5. Prevent Stress and Fatigue

Workload Indicators According to (Putra, 2012)

1. Targets to be achieved
2. Working conditions
3. Time utilization
4. Work standards

Work Ability

(Gibson, 2020) explains that work ability is a person's potential to carry out tasks or jobs. Work ability reflects a person's abilities, including the intelligence and skills they have. This ability is closely related to the physical and

mental aspects that support the implementation of tasks. If this ability does not exist, it can have an impact on decreasing employee performance. It can be concluded that work ability is the capacity or potential of an individual in carrying out work, which reflects a person's abilities, including intelligence and skills.

The Importance of Work Ability.

Employability skills are crucial for a number of reasons, both for individuals and companies. Relevant skills increase job opportunities because companies are more likely to select skilled candidates. Employees with high employability skills are generally more productive and efficient, thus improving company performance.

Benefits of employability skills:

1. Increased job opportunities
2. Increased productivity and efficiency
3. Adaptation to change
4. Career sustainability
5. Improved work quality
6. Mental and emotional health
7. Increased innovation

Work Ability Indicators According to (Fitz, 2000):

1. Knowledge Ability
2. Skill Ability
3. Attitude Ability

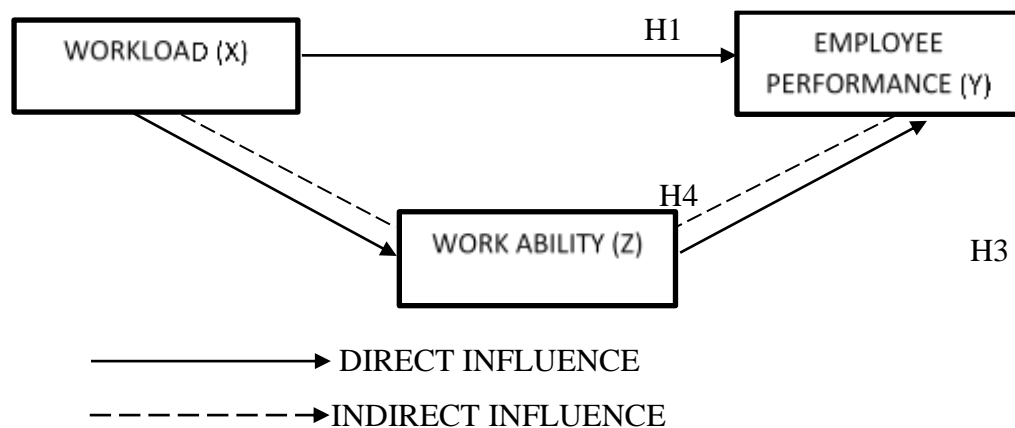


Figure1. Conceptual Framework

METHODOLOGY

This research employs a quantitative descriptive method. The population consists of all employees of PT. Bank Pembangunan Daerah Jambi, totaling 715 individuals. Using Slovin's formula, a sample of 88 respondents was selected through a simple random sampling technique. The study utilizes both primary and secondary data. Primary data were collected through questionnaires designed based on the indicators of each variable, namely workload (X), employee performance (Y), and work ability (Z), using a Likert scale. Secondary

data were obtained from books, journals, articles, internal company documents, and other relevant literature sources. The data analysis was conducted using the Structural Equation Modeling (SEM) method, specifically through the Partial Least Squares (PLS) approach, utilizing SmartPLS 4 software. The analysis involved testing both direct and indirect relationships based on the four hypotheses formulated in this study.

RESULTS

Validity And Reliability Test

Table 1. Validity And Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE Value
Employee Performance (Y)	0.966	0.970	0.971	0.890
Workload (X)	0.982	0.983	0.985	0.894
Workability (Z)	0.976	0.977	0.971	0.768

The results of the composite reliability test and Cronbach's Alpha show that the values of all variables can be said to be reliable because they have a composite reliability value of more than 0.70 and all AVE values are above > 0.5 where the ZVE of each construct can be declared valid.

Test R-Square

Table 2. Test R-Square

Variabel	R-Square	R-Square Adjusted
Employee Performance (Y)	0.834	0.830
Workability (Z)	0.701	0.697

Based on the data in the table above, the Work Ability (Z) variable has an R-Square value of 0.701, which means that the workload contributes 70.1% to the work ability variable. Meanwhile, workload and work ability contribute 83.4% to the employee performance variable, based on the R-Square value for employee performance (Y) of 0.834. This figure shows that the model has good and relatively strong predictive ability.

Bootstrapping Hypothesis Testing

Table 3. Bootstrapping Hypothesis Testing

Variabel	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (/O/STDEV/)	P Values
Workload (X) - > Employee performance (Y)	0.906	0.903	0.029	31.376	0.000
Workload (X) - > Employability (Z)	0.837	0.830	0.061	13.732	0.000
Workability (Z) -> Employee Performance (Y)	0.206	0.193	0.107	1.925	0.050

All of the correlations between the variables are positive and significant (pvalue < 0.05 and T > 1.96), according to the data in the above table. Means:

1. Testing the direct influence between workload on employee performance
From the results of the hypothesis test, it is known that the path coefficient value is 0.906 and the t-statistic value is 31.376 > 1.96 with a significance level (p-value) = 0.000 < 0.05. These results indicate that directly, the influence of workload on employee performance is positive and significant, so hypothesis 1 is accepted and proven, which means that workload has a positive and significant effect on employee performance.
2. Testing the direct effect of workload on work ability
From the results of the hypothesis test, it is known that the path coefficient value is 0.837 and the t-statistic value is 13.732 > 1.96 with a significance level (p-value) = 0.000, 0.05. These results indicate that directly, the effect of workload on work ability is positive and significant, so hypothesis 2 is accepted and proven, which means that workload has a positive and significant effect on work ability.
3. Testing the direct influence of work ability on employee performance
From the results of the hypothesis test, the path value is 0.206 and the t-statistic value is 1.925. 1.96 with a significance level (p-value) = 0.050 < 0.05. These results indicate that the direct influence of work ability on employee performance is positive and significant, so hypothesis 3 is accepted and proven, which means that work ability has a positive and significant effect on employee performance

Indirect Testing Hypothesis

Table 4. Indirect Testing Hypothesis

Variabel	Original Sampel (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload (X) -> Employability (Z) -> Employee Performance (Y)	0.172	0.164	0.096	1.790	0.074

The results of the hypothesis testing show that the path coefficient is 0.172, and the t-statistic value is 1.790, which is greater than 1.96, with a significance level (p-value) of 0.074, which is less than 0.05. These findings suggest that the indirect relationship between workload and employee performance, mediated by work ability, is both positive and significant. Therefore, Hypothesis 4 is supported and validated, indicating that work ability serves as a significant intervening variable in the relationship between workload and employee performance.

DISCUSSION

The findings of this study reveal that workload has a positive impact on employee performance when mediated by work ability, as indicated by the positive path coefficient. The p-values associated with the influence of workload on employee performance meet the established rule of thumb, confirming the statistical validity of the results. Therefore, it can be concluded that work ability plays a positive and significant mediating role in the relationship between workload and employee performance.

This means that the workload consisting of quantity, understanding of tasks, work standards, commitment, punctuality, level of completion, evaluation and competency development has a positive and significant effect on employee performance consisting of ability, skills, capacity, workload, actual, accuracy, discipline, reward, decision making, and responsibility and work ability as an intervening variable consisting of expertise, adaptability, speed, accuracy, awareness and motivation.

A prior study by Yusi Pulkuri (2021) found that both workload and work ability significantly influence employee performance. This aligns with the findings of the current research, which also demonstrate that workload, when mediated by work ability, has a positive and significant effect on employee performance. Thus, the results of this study are consistent with previous research.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the analysis and discussion presented in the previous chapter, the following conclusions can be made:

1. Workload (X) has a positive and significant influence on Employee Performance (Y).
2. Workload (X) also exerts a positive and significant impact on Work Ability (Z).
3. Work Ability (Z) positively and significantly affects Employee Performance (Y).
4. Work Ability (Z) functions as a mediating variable that effectively bridges the relationship between Workload (X) and Employee Performance (Y).

Recommendations

1. In the employee performance variable, it is suggested to increase the quantity of employees by not giving work exceeding the target set by the company.
2. In the workload variable, it is suggested to provide targets that must be achieved by employees in accordance with the abilities of the employees, not exceeding the capacity of the employees.
3. In the work ability variable, it is suggested to create a better work environment in supporting career development, giving awards for their contributions and building emotional relationships in a good work environment.
4. For further researchers, what has been discussed in this study can be used as a reference for further research and the research variables can also be developed into other variables.

FURTHER STUDY

This research still has limitations, and the authors recognize that there are some shortcomings that need to be corrected. Therefore, further research is needed to further examine the effect of workload on employee performance with work ability as an intervening variable, in order to refine the findings of this study and make a broader contribution to the development of human resource management science and practice.

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