
Can Workload and Competency Affect Performance? (Case Study of Yonzikon 13/Karya Etmaka Soldier)

Yusup Yudistira

Master of Management Program, Faculty of Economics and Business,
Jenderal Achmad Yani University, Cimahi, Indonesia
yusufyudistira@mm.unjani.ac.id

Mochamad Vrans Romi

Master of Management Program, Faculty of Economics and Business,
Jenderal Achmad Yani University, Cimahi, Indonesia
mvrans@mn.unjani.ac.id

Abstract

This study aims to examine the effect of workload and competency on the performance of Yonzikon 13/KE soldier. The background of this research is the mismatch in territorial assignments that result in excessive workload on Yonzikon 13/KE soldier, as well as the importance of competency in improving soldier performance. The method used in this research is a survey method with a sample of 81 respondents from Yonzikon 13/KE soldier. The results of the study show that workload has a significant effect on soldier performance with a t-value of $4.657 > t\text{-table of } 1.663$. Similarly, soldier competency has a significant effect on performance with a t-value of $2.775 > t\text{-table of } 1.663$. Simultaneously, workload and competency have a positive and significant effect on the performance of Yonzikon 13/KE soldier with an F-value of 64.253 and a coefficient of determination (R Square) of 0.838. This study concludes that workload management and competency improvement of soldier are crucial to achieve optimal performance and organizational goals

Keywords: Workload, Competency, Soldier Performance.

I. INTRODUCTION

The national defense of a sovereign nation is an effort to safeguard, protect, and preserve the integrity, unity, and sovereignty of the state from various threats. Indonesia builds a national defense system that is universal in nature, involving all citizens, territories, and national resources that are prepared early by the government. This system is carried out in a total, integrated, directed, and sustainable manner to uphold state sovereignty, maintain territorial integrity, and protect the safety of the entire nation from all threats, in accordance with Law No. 23 of 2019. Globally, armed forces are generally tasked with defense operations, but as part of the national component, they also serve as key elements in disaster management. The Indonesian National Armed Forces (TNI) play a crucial role in disaster response, as stipulated in Law No. 34 of 2004, where one of TNI's duties in Military Operations Other Than War (MOOTW) is to assist in mitigating the impacts of natural disasters, managing evacuations, and providing humanitarian aid.

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Yonzikon 13/KE (Construction Engineer Battalion) is a unit under the command of the Construction Engineer Regiment, Army Engineering Center (Pusziad), headquartered in Srengseng Sawah, Jagakarsa, South Jakarta. As a combat support unit, Yonzikon 13/KE has the primary task of organizing Construction Engineer Support (Banzi) and is also part of the Western Region Rapid Reaction Disaster Response Force (PRCPB). With extensive experience in humanitarian and disaster relief missions, Yonzikon 13/KE plays an active role in supporting disaster response operations, equipped with the necessary tools and defense equipment to meet operational needs in the field.

The current issue regarding the implementation of disaster management policies through the Rapid Reaction Disaster Response Force (PRCPB) is quite significant. The deployment of the Rapid Reaction Forces, especially from engineering units like Yonzikon 13/KE, should align with their assigned areas of responsibility. However, there has been a misallocation in territorial assignments, where Yonzikon 13/KE, which is supposed to operate in the western region, has also been given responsibilities in the eastern region. This is evident from the deployment data over the past five years, where Yonzikon 13/KE was involved in operations in eastern regions such as Wamena (Papua) and Alor (NTT), which should have been handled by Yonzipur 10/JP. Such misalignments in assignments can lead to inefficient resource distribution.

Table 1.

Data of Task Force in the Last 5 Years (2018 – 2022)

NO	BATTALION	YEAR	ASSIGNMENT
1	Yonzikon 13/KE	2018	Lombok (NTB)
		2020	Wamena (Papua)
		2021	Mamuju (West Sulawesi)
			Banjarmasin (South Kalimantan)
			Bima (NTB) dan Alor (NTT)
		2022	2022 – Cianjur (West Java)
2	Yonzipur 10 /JP	2018	Lombok (NTB)
		2021	Gunung Semeru (East Java)

Source: Army Engineering Center, 2023

From Table 1 above, it is evident that the misallocation of duties beyond their area of responsibility has caused soldier from Yonzikon 13/KE to experience excessive workloads. This disproportionate workload can negatively impact the soldier's performance, as they are tasked with assignments outside their primary responsibilities. With a heavier workload, soldier may not be able to fully concentrate on their main duties, which could potentially lower overall performance. This imbalance in resource distribution could also pose challenges in disaster management effectiveness and the execution of other tasks.

In human resource management, workload is a crucial factor influencing the performance of soldier. According to Idayanti, Ayu & Piartini (2020), workload is a collection of activities that must be completed within a specified time period. In the context of non-military

operations (OMSP) for disaster relief, Yonzikon 13/KE soldier often experience excessive workloads when assigned to areas beyond their responsibility. Kurniawan (2023) emphasizes that workload distribution must be evenly spread to avoid an overload of activities in one organizational unit. Several studies, such as by Suharti & Susanto (2014), state that workload has a negative impact on performance, while other research by Silaban, Handaru, & Saptono (2021) and Laelawati (2024) found that workload does not significantly affect performance.

In addition to workload, competency is also an important factor affecting soldier's performance. Kurniawan (2023) asserts that workload should be aligned with the competence of employees to ensure tasks are completed effectively. The military soldier's competencies play a crucial role in improving performance and helping achieve organizational goals. Several studies, such as those by Suharti & Susanto (2014) and Kurniawan (2023), found that competency has a positive and significant effect on employee performance. However, other research, like that of Seran, Kase & Nursalam (2022), found that competency has a positive but not significant impact on employees' interest in assuming positions of responsibility.

Research on the influence of workload and competence on soldier performance is highly relevant, particularly in the context of military organizations that have been relatively understudied. The lack of research in this area highlights the need for a deeper investigation to understand the factors that affect military soldier performance, as highlighted by Cahyaningtyas & Santosa (2021). With better understanding of the relationship between workload and competency, management can take more appropriate steps to support optimal performance of Yonzikon soldier. This also provides valuable insights for management to enhance the well-being and performance of soldier in the future.

II. LITERATURE REVIEW

Human resources are a key element influencing the success of an organization. This necessitates organizations to select employees or staff who perform well in carrying out their tasks within the organization. According to Adji & Nupardi (2022), performance is the outcome of the work achieved by an employee in accordance with their responsibilities, both in terms of quantity and quality. This includes what is required to assess how well an employee performs, including how much work is completed and how well the work is done in achieving the goals and standards set. Meanwhile, Risal (2022) states that employee performance is defined as the employee's ability to execute specific skills. Employee performance is broad, and the main performance indicators recognized as a measure of organizational success are considered as performance towards achieving organizational goals and objectives. The factors that can be measured in employee performance, according to Amelia & Setyawati (2023), are based on efficiency and effectiveness in meeting set standards or targets, considering factors such as quantity, quality, productivity, timeliness, and effectiveness, all of which contribute to organizational satisfaction and the optimization of resources. In human resource management, workload is a factor that influences performance. According to Cahyaningtyas & Santosa (2021), workload is one aspect that every company must consider because workload is a factor that can improve employee performance. Other views suggest that excessive workload can be

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divided into quantitative and qualitative workloads. Quantitative workload refers to "too much work," while qualitative workload refers to "work that is too difficult to perform" (Suharti & Susanto, 2020). According to Fitra et al. (2022), a good workload must consider factors such as the amount of work assigned to employees, the difficulty level of the work, the time allocated for employees to complete tasks, and the knowledge and skills of the employees.

Aside from workload, it is important for organizations to pay attention to employee competence to ensure that the workload aligns with the employees' abilities (Kurniawan, 2023). According to Mulang (2021), competence is defined as a basic characteristic of an individual that indicates how they think, act, and behave, and leads to conclusions that can be implemented and sustained over time. Meanwhile, Cahyaningtyas & Santosa (2021) define competence as an aspect of an individual's abilities, including knowledge, skills, attitudes, values, or personal characteristics that enable workers to achieve success in completing tasks by achieving results or success in fulfilling duties. The factors measured in competence help determine the extent to which an individual can achieve the given goals and tasks. This allows managers or supervisors to provide constructive feedback and design appropriate development programs to improve individual performance.

According to Spencer, as cited in Kunanti, Wulandari, & Hermawati (2022), competence consists of five characteristics, including: a) Motive, something that is consistently thought or desired by individuals that leads to action. Motives drive, direct, and select behavior towards specific actions or goals; b) Traits, physical characteristics and consistent responses to situations or information. Reaction speed and sharp eyesight are physical traits of a competent fighter pilot; c) Self-concept, attitudes, values, or self-image. Self-confidence is a belief that one can be effective in almost any situation, and is part of a person's self-concept; d) Knowledge, the information individuals possess in a specific area. Knowledge is a complex competency. Scores on knowledge tests often fail to predict job performance because they do not measure knowledge and skills in the way they are actually used in the job; and e) Skills, the ability to perform specific physical or mental tasks. Mental competencies or cognitive skills include analytical and conceptual thinking. By considering these competency characteristics, employees can carry out their tasks according to the workload assigned, enabling the organization to operate smoothly. Employee competencies can contribute to enhancing performance and achieving organizational goals (Noor & Limakrisna, 2019).

Based on the literature review, the research model can be illustrated as follows.

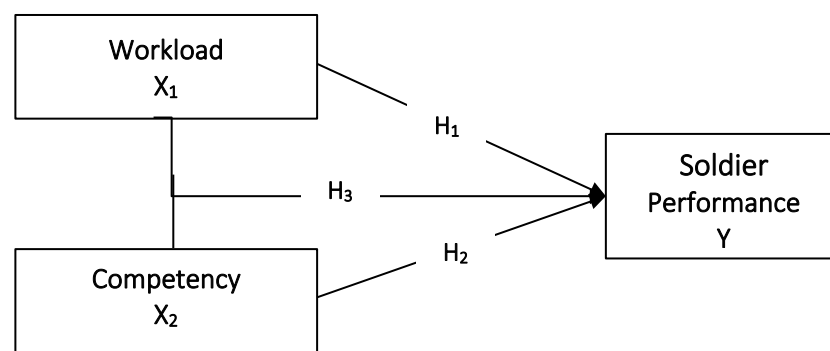


Figure 1. Research Model

The research conceptual model presented above serves as the foundation for the hypothesis of this study:

H₁ : Workload (X₁) has a positive effect on the performance (Y) of Yonzikon 13/KE soldier.

H₂ : Work Motivation (X₂) has a positive effect on the performance (Y) of Yonzikon 13/KE soldier.

H₃ : Workload (X₁) and Work Motivation (X₂) have a simultaneous effect on the performance (Y) of Yonzikon 13/KE soldier.

III. RESEARCH METHODOLOGY

In this study, the author used a descriptive-verificative type of research with a quantitative approach. The data sources used in this research consist of primary data collected through direct research methods, such as interviews or questionnaires completed by Yonzikon 13/KE soldier. Secondary data collection was conducted through literature sources, including books, journals, the internet, and other data such as the five-year task force data (2018–2022).

The population in this study consisted of 419 soldier from Yonzikon 13/KE, while the sample of the study was drawn from the same population. The sample size was determined based on Slovin's formula with a precision level of 90%, resulting in a sample of 81 soldier.

The data analysis techniques used in this study include descriptive and associative methods. The descriptive method was applied to describe or depict variables based on the results of the collected questionnaires, presented in the form of cross-tabulation, which will then be interpreted to explain the scores of the workload, competency, and performance variables. The associative method was used to formulate research problems concerning the relationship between workload and competency on performance, both partially and simultaneously, with the aid of statistical tools such as SPSS version 26.

IV. RESEARCH RESULTS AND DISCUSSION

RESEARCH RESULTS

Validity and Reliability Test Results

In the validity test for the workload variable, there are 8 questionnaire items. All 8 items have been tested through statistical validity testing and were declared valid because they have an $r\text{-count} > r\text{-table}$. This means that all 8 items can be used as valid questionnaire statements for the workload variable. Similarly, the competency variable has 10 questionnaire items, which were also statistically tested for validity and found valid as they have an $r\text{-count} > r\text{-table}$. This indicates that the 10 items are valid for the competency variable. Furthermore, the performance variable contains 10 questionnaire items, all of which were also validated statistically and found valid with an $r\text{-count} > r\text{-table}$. Therefore, all 10 items can be used as valid questionnaire statements for the performance variable.

For the reliability test results, the workload, competency, and performance variables of Yonzikon 13/KE soldier achieved a Cronbach's Alpha > 0.853 , indicating that the questionnaire items are reliable, acceptable, and valid for further research.

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Classical Assumption Test Results

Based on the normality test results for the workload and competency variables concerning the performance of Yonzikon 13/KE soldier, the significance value (sig.) was $0.055 > 0.05$, meaning that the data in this study are normally distributed. Additionally, the multicollinearity test results for the workload and competency data regarding performance showed a VIF value of 2.695 and $1.854 < 10$, and a tolerance value of 0.268 and $0.483 > 0.10$. This means there is no correlation between the independent variables in the regression model, and there is no multicollinearity. Moreover, the heteroscedasticity test results for workload and competency concerning performance showed significance values > 0.05 , with the workload variable at 0.814 and the competency variable at 0.426. This indicates no heteroscedasticity, meaning there is no variance inconsistency and residual errors between observations.

Hypothesis Test Results

The multiple regression test, using SPSS version 26, produced the following equation: $Y = 24.478 + 0.268X_1 + 0.241X_2$, with the following interpretations: a) The constant of 24.478 indicates that if the workload and competency variables are zero, the performance variable is 24.478, b) The regression coefficient for the workload variable is 0.268, meaning that for every one-unit increase in workload, performance increases by 0.268 units, and c) The regression coefficient for the competency variable is 0.241, meaning that for every one-unit increase in competency, performance increases by 0.241 units.

Table 2
t-Test Results

Independent Variable	t-count	t-table	t _{sig}
Workload (X_1)	4.657	1.663	0,000
Competency (X_2)	2.775	1.663	0,000

Source: Processed data, 2024

Based on Table 2 above, the t-count for the workload variable is 4.657, while the t-table value is 1.663, which is obtained from the t-table using the formula $df = (n-k) = (81-3) = 78$ with an alpha (α) of 5% or 0.05. Since the t-count $>$ t-table ($4.657 > 1.663$) with a workload variable significance of $0.000 < 0.05$, H_0 is rejected, and H_a is accepted. This indicates that workload has a positive and significant effect on performance. Similarly, the t-count for the competency variable is 2.775, with a t-table value of 1.663. Since the t-count $>$ t-table ($2.775 > 1.663$) with a competency variable significance of $0.000 < 0.05$, H_0 is rejected, and H_a is accepted. This shows that competency has a positive and significant effect on performance.

Table 3
F-Test Results

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.253	3	32.446	65.361	.000 ^b
	Residual	26.824	81	.442		
	Total	91.077	81			

a. Dependent Variable: Y_Kin

b. Predictors: (Constant), total, X2_total, X1_Total

Source: Processed data, 2024

Based on the SPSS v.26 data analysis, the F-count is 65.361, and the F-table is 3.96, which was obtained from the F-table with the numerator $df = (k-1) = (3-1) = 2$ and the denominator $df = (n-k) = (81-3) = 78$ with an alpha (α) of 5%. Since the F-count $>$ F-table ($65.361 > 3.96$) with a significance of $0.000 < 0.05$, H_0 is rejected, and H_a is accepted. This indicates that workload and competency simultaneously have a positive and significant effect on performance.

Coefficient of Determination Test Results (R^2)

Table 4.
Coefficient of Determination Test Results (R^2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864 ^a	.642	.838	.75421	3.466

a. Predictors: (Constant), total, X2_total, X1_Total

b. Dependent Variable: Y_Kin

Source: Processed data, 2024

Based on the SPSS v.26 data analysis, the R Square value is 0.642, indicating that the workload and competency variables account for 64.2% of the variance in the performance of Yonzikon 13/KE soldier. The remaining 35.8% is influenced by other factors not examined in this study.

DISCUSSION

The Effect of Workload on Performance

Based on the statistical test results for the workload variable (X1), the calculation shows a significant result with a t-value of $4.657 >$ t-table 1.663, thus accepting H_a and rejecting H_0 , indicating that workload has a significant effect on the performance of Yonzikon 13/KE soldier.

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The findings suggest that an increase in the workload given to Yonzikon 13/KE soldier will affect their performance. Excessive workload can lead to prolonged stress, reducing both motivation and performance. If not managed properly, workload can have several impacts: A) Stress and Burnout: Excessive workload can cause long-term stress, leading to decreased motivation and performance among Yonzikon 13/KE soldier. When overwhelmed with tasks, soldier are prone to burnout, resulting in lower productivity, work quality, and mental health. B) Decreased Productivity: Productivity tends to decline if soldier are overwhelmed with too many tasks. This is because the pressure prevents them from completing their tasks effectively. C) Work Quality: High workload forces employees to rush their tasks, reducing attention to detail and increasing the likelihood of mistakes. This statement is supported by Putra et al. (2021), who found that workload significantly affects employee performance. High workload often leads to decreased performance, as employees struggle to juggle multiple tasks simultaneously. Within organizations, managing workload is critical for maintaining motivation and performance.

The Effect of Competence on Performance

The statistical test results for the competence variable (X2) indicate a significant outcome, with a t-value of $2.775 > t\text{-table } 1.663$, thus accepting H_a and rejecting H_0 , indicating that competence significantly affects the performance of Yonzikon 13/KE soldier. The results show that if the soldier possess competencies that match their job roles, they are more likely to deliver quality work. To further enhance the competence of Yonzikon 13/KE soldier, the Battalion should consider: A) Improving Skills and Knowledge: It is essential for the Battalion to enhance each soldier's skills and knowledge relevant to their tasks. Soldier with high competence are generally more efficient and effective in completing their tasks, thus improving their performance. B) Providing Motivation: The Battalion should also motivate its soldier, as competence impacts motivation and confidence. Soldier who feel competent are more motivated to achieve good results and take the initiative. C) Encouraging Innovation and Adaptability: Competent soldier tend to be more innovative and adaptable to changes. They can develop creative solutions and quickly adjust to changing work environments. This is supported by Krisnawati & Bagia (2021), who found that job competence positively and significantly impacts employee performance, meaning that higher competence improves performance levels.

The Effect of Workload and Competence on Performance

The combined test results show that both workload and competence (X1 and X2) significantly affect performance (Y). The statistical test results indicate an F-value of 64.253, while the F-table is 3.96, confirming that workload and competence jointly have a significant positive impact on the performance of Yonzikon 13/KE soldier. The R-squared value of 0.838 suggests that workload and competence explain 83.80% of the variation in soldier's performance, while the remaining 16.2% is influenced by other factors not examined in this study. In today's dynamic and competitive work environment, employee performance is a crucial determinant of organizational success. Optimal performance helps organizations meet

their targets effectively. Proper workload management and the enhancement of soldier's competence are key to ensuring that tasks are assigned appropriately and that soldier receive the support needed to develop their skills. By doing so, Yonzikon 13/KE can optimize performance and achieve its goals more efficiently.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the research results, it is concluded that the workload of Yonzikon 13/KE soldier is proportional and well-managed, with tasks assigned according to each soldier's capabilities, allowing for the successful completion of tasks. Yonzikon 13/KE soldier also possess high competence in terms of knowledge, skills, and experience. Partial tests show that both workload and competence have a significant positive effect on soldier's performance. Additionally, simultaneous testing reveals that workload and competence together significantly influence the performance of Yonzikon 13/KE soldier.

Recommendations

Based on the discussion of the research results, several recommendations are made:

- 1) Proportional Workload Management: Yonzikon 13/KE management should continue to manage soldier's workloads proportionally to enhance productivity. A balanced workload allows soldier to focus, work effectively and efficiently, and pay attention to detail and quality in every task. Proper workload management also ensures that tasks are completed quickly and accurately, optimizing the achievement of organizational goals.
- 2) Enhancing Competence: Yonzikon 13/KE should provide continuous opportunities for soldier to enhance their competencies. High competence enables soldier to complete tasks more efficiently and deliver high-quality work. Adequate skills and knowledge will help soldier complete their tasks quickly and precisely, while also implementing the strategies needed to achieve the organization's vision and mission.
- 3) Performance Improvement: Yonzikon 13/KE soldier should continuously strive to improve their performance as part of their efforts to enhance productivity. Good performance supports career advancement, such as promotions and greater responsibilities, and is also linked to higher job satisfaction. Soldier with good performance tend to be more satisfied, positively impacting their motivation and well-being in carrying out their duties.

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