

## **THE INFLUENCE OF WORKLOAD, QUALITY OF HUMAN RESOURCES AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT THE BAPPERIDA OFFICE, MANDAILING NATAL REGENCY**

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### **ABSTRACT**

The aim of this research is to see the influence of workload, quality of human resources and work environment on the performance of BAPPERIDA Mandailing Natal Regency employees. The research method used in this research is a descriptive quantitative research method, namely by searching for information about existing symptoms, clearly defining the objectives to be achieved, planning the approach, collecting data as material for making a report. The data analysis technique in this research uses Multiple Linear Regression, Classical Assumption Test, t Test and F Test, and Coefficient of Determination. Partially, workload has a significant effect on performance, the quality of human resources has a significant effect on performance, the work environment has a significant effect on employee performance at the BAPPERIDA office, Mandailing Natal Regency. Simultaneously, workload, quality of human resources and work environment have a significant effect on employee performance at the BAPPERIDA office, Mandailing Natal Regency.

**Keywords: HR Quality, Workload, Work Environment, Performance.**

### **INTRODUCTION**

The main task of the Regional Development Planning, Research and Innovation Agency (BAPPERIDA) of Mandailing Natal Regency is to carry out the preparation of Regional development planning, implementation of Regional development planning, control, monitoring and evaluation of the implementation of Regional development planning as well as carrying out research and development tasks in its working areas. The functions of the Regional Development Planning, Research and Innovation Agency (BAPPERIDA) of Mandailing Natal Regency include carrying out supporting functions for government affairs in the field of planning and supporting government affairs in the field of research and development. Basically, a government agency focuses on performance issues in the planning process, implementation, and also the results obtained after carrying out the work. In government agencies, performance is usually referred to as an answer to the success or failure of the initial objectives of the work program and policies that have been established. The issue of performance is very important, because performance is one of the most important benchmarks of organizational quality. Improving the performance of government

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officials is one of the development strategies for a country in carrying out its state processes. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019:18). An employee is said to have good performance if the employee is able to produce work results that are the same as or exceed the standards or criteria that have been jointly established within the organization. On the other hand, employees are said to have no performance if their work results are less than the standards or criteria that have been determined together. The Regional Development Planning, Research and Innovation Agency (BAPPERIDA) of Mandailing Natal Regency has the main task of assisting the Regent in implementing policies, coordinating, synchronizing and controlling research, development, study and implementation, as well as inventions and innovations in the region in a comprehensive and sustainable manner, and carry out the preparation of master plans and road maps for the advancement of science and technology in the region as a basis for regional development planning in all areas of life. To see the level of employee performance at the Mandailing Natal Regency Regional Research and Innovation Agency, it can be seen from the employee performance realization targets in the following table:

**Table Data on Targets and Realization of BAPPERIDA Employee Performance Mandailing Natal Regency 2019-2023**

No	Tahun	Target	Realisasi (%)
1	2019	100 %	80 %
2	2020	100 %	74 %
3	2021	100 %	83 %
4	2022	100 %	77 %
5	2023	100 %	88 %

According to the data above, it can be seen that the performance value of employees at the Mandailing Natal Regency Regional Research and Innovation Agency has not reached the target of 100%. This can be seen in the table below:

**Table Performance Achievements of BAPPEDA Mandailing Natal Regency**

	Kinerja	Tahun 2023		
		Satuan	Target	Capaian
1	Program Pelayanan Administrasi Perkantoran	%	100	84,98
2	Program Peningkatan Sarana dan Prasarana Aparatur	%	100	80,88
3	Program peningkatan disiplin aparatur	%	100	80,74
4	Program Peningkatan Pengembangan Sistem Pelaporan Capaian Kinerja & Keuangan	%	100	88,66
5	Program Pengembangan Data/Informasi	%	100	79,34

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6	Program Perencanaan Pengembangan Kota-kota Menengah dan Besar	%	100	96,98
7	Program Perencanaan Pembangunan Daerah	%	100	88,03
8	Program Perencanaan Pembangunan Ekonomi	%	100	88,39
9	Program Perencanaan Sosial Budaya	%	100	82,27

**Source: Mandailing Natal Regency BAPPEDA Office, 2024**

From the table above, it can be seen that the performance of BAPPEDA Mandailing Natal Regency has not been optimal because the performance targets for regional officials, which are also the targets for each employee, have not been achieved at the beginning of the year or have not met the desired expectations at the end of the year. In the program to increase the capacity of apparatus resources, the achievement was only 0% of the target of 100%, as with other programs, there were still many target achievements below 90%. Civil Servants (PNS) are those who have fulfilled the requirements specified in the applicable laws and regulations, are appointed by an authorized official and are entrusted with duties in a state position or are entrusted with other state duties determined based on laws and regulations and are paid according to the applicable laws and regulations as government officials. Apparatus is the most central and important asset or element among other organizational elements. Human resources in an organization are central and important because humans themselves are creatures who have intelligence, have various ways or cultures of work, have the ability to develop, and have desires that are different from other means of production that cannot develop their abilities and do not have human-like desires. Humans are not the same as other means of production, so human management must be innovative, effective, efficient and sustainable. Civil Servants as an element of the State Apparatus have a very strategic role in carrying out general government tasks and national development goals.

After conducting initial research and observing the problems that existed at the Regional Development Planning, Research and Innovation Agency (BAPPERIDA) of Mandailing Natal Regency, researchers saw that there were problems with employees which caused employee performance to decline which was caused by several factors that influenced employee performance, namely workload, quality of human resources and work environment. Based on interviews I conducted with several employees of BAPPERIDA Mandailing Natal Regency, it was found that the important factors that greatly influence employee performance, the first is the provision of workload which must be effective and efficient, however there are several employees who think that the workload given by the Agency The Regional Development, Research and Innovation Planning (BAPPERIDA) of Mandailing Natal Regency is not in accordance with its main tasks and functions so that the work is not effective and efficient. Employees are highly expected to make employee workload effective in order to realize organizational goals, namely the welfare of employees, both short-term and long-term goals. Workload is the work procedures that the organization

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has given to employees that employees must be able to carry out. From the opinion above, it can be concluded that workload is a form of employee self-control and regular implementation and shows the level of seriousness of employee work in an organization. Prawatya's research results (2021:72) show that workload influences employee performance to devote more effort to work. To increase the effectiveness of the workload given to employees, it is necessary to have written provisions and regulations from the organization that reflect the extent to which an employee is attached to the organization. The results of research conducted by Usman (2020:45) show that workload has a significant effect but has a weak correlation and it is recommended that further researchers can find or use other variables to look for a significant relationship and have a strong correlation with employee performance. The results of research conducted by Santi Octavianti and Rahmah Hamni (2022) show partial and simultaneous results of the variables Job Satisfaction and Workload on the performance of PT employees. Inkabiz Indonesia has a significant influence.

Based on interviews I conducted with several BAPPERIDA employees of Mandailing Natal Regency, it was found that the second factor that can influence employee performance that organizations must pay attention to in maintaining and improving employee performance is the quality of human resources who are employees at the Regional Development Planning, Research and Innovation Agency (BAPPERIDA ) Mandailing Natal Regency. In carrying out their duties, the apparatus must act as an element of human resources which has a role in carrying out general government tasks aimed at national development. In its implementation, there are several human resources from BAPPERIDA Mandailing Natal Regency that do not match the quality required in this field of work, which has an impact on the employee's performance. To obtain officers who have dedication and optimal work results, consideration, selection, transfer and provision of performance allowances must be carried out for Civil Servants so that officers can better appreciate their field of work, so the provision of performance allowances must be carried out fairly and in accordance with the regulations set out. applies, so that the output contains performance standards that are appropriate to the workload of each employee. To achieve organizational goals effectively, of course, quality human resources (workforce) are needed and are appropriate to their current field. According to Soekidjo (2011), an organization must be supported by capable human resources because human resources play a very important role in carrying out business or activities within the organization. There are factors that can cause employee performance to increase or decrease. Negative factors that cause employee performance to decline include a lot of pressure, loss of the employee's desire to excel, conditions in the work environment, a work atmosphere that is not conducive and the absence of role models or references in achieving employee work performance. Previous research conducted by Leuhery (2019), stated that the quality of human resources has a positive and significant influence on employee performance. Mulyadin (2020), explains that the quality of human resources has a negative effect on employee performance. Meanwhile, other research results show that the quality of human resources does not have a positive and significant effect on employee performance (Imelda, 2022). Based on interviews I conducted with several employees of BAPPERIDA Mandailing Natal Regency, it was found that the third factor that can influence employee performance that organizations must pay attention to in maintaining and improving employee performance is paying attention to the conditions

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of the employee's work environment. So far, many employees do not feel comfortable working because their work environment is not conducive, which has an impact on their performance, so efforts need to be made to increase conduciveness in order to create a conducive work environment so that employees feel comfortable at work. According to Arikunto (2018: 20) factors that influence employee performance are divided into two categories, namely financial and non-financial factors. Financial factors include salary, benefits and social security, while non-financial factors consist of work environment, job description, leadership and tools. According to Rivai (2019: 19) the work environment is everything around an employee that influences him in carrying out and completing the tasks given to him in an area. Based on researchers' observations, it appears that the physical work environment and non-physical work environment in an organization play a very important role in improving employee performance. According to (Prayuginingsih, 2019:6), partially the physical work environment has a significant influence on employee performance and the non-physical work environment. also has a significant influence on employee performance. Research conducted by Zulia Maharatun Faiqoh, Moch. Djudi Mukzam and Gunawan Eko Nurtjahjono (2019 :67) found that the work environment has a significant effect on employee performance, work motivation also has a significant effect on employee performance. So it can be concluded that the work environment and work motivation simultaneously have a significant effect on employee performance. Likewise, the results of research conducted (Diana Khairani Sofyan, 2013: 56) say that the work environment influences employee performance, so it is clear that work productivity is greatly influenced by the work environment in the organization.

Wakhid's (2019) opinion "if the work environment is comfortable and safe and work motivation is high, then employee performance will increase". When an agency can create a comfortable work environment and can motivate employees to work, employees will be more enthusiastic in carrying out their work and this will have an impact on better performance. This is supported by research conducted by Hendri Sembiring (2020) which simultaneously shows that motivation and the work environment have a positive effect on employee performance. This also contradicts the results of research conducted by Daniel Surjosuseno (2021) where the work environment has a positive effect on performance, while work motivation does not have a positive effect on performance. Based on theory and previous research results, this research uses work environment and motivation variables to measure employee performance levels. Efforts that a leader can make to improve the performance of human resources or employees include paying attention to the employee's working atmosphere or working conditions. Building a conducive office atmosphere is often something that is underestimated by leaders because it is considered not important. In fact, a good environment is very necessary so that every element in the organization can run smoothly and optimally. The importance of building conducive working conditions has been proven by research from the Hay Group which states that organizations that are close to employees are able to generate profits 2.5 times greater than other organizations. In another study involving 64 business entities, it was also found that organizations that had a positive atmosphere were able to earn twice as much annual profit as those that did not. Based on the problems and several theories as well as previous research that has been explained above, it can be seen the importance of improving employee performance at the Regional



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Development Planning, Research and Innovation Agency (BAPPERIDA) Mandailing Natal Regency, so the agency must pay attention to factors that can influence, including workload, quality of human resources and work environment which can affect employee performance. Based on the description above, researchers are interested in researching "The influence of workload, quality of human resources and work environment on employee performance at the Regional Development Planning, Research and Innovation Agency (BAPPERIDA) Mandailing Natal Regency".

### METHOD

Research methods are the method or path taken in connection with the research carried out, which has systematic steps. Sugiyono (2018:6) states that research methods can be interpreted as a scientific way to obtain valid data with the aim of finding, developing and proving certain knowledge so that it can be used to understand, solve and anticipate problems. Research methods include research procedures and techniques. Research methods are an important step in solving research problems. By mastering research methods, you can not only solve various research problems, but also develop the scientific field you are involved in. Apart from that, increasing new discoveries that are beneficial to the wider community and the world of education. The research method used in this research is a descriptive quantitative research method, namely by searching for information about existing symptoms, clearly defining the objectives to be achieved, planning the approach, collecting data as material for making a report.

### DISCUSSION

#### Effect of Workload on Employee Performance

The results of the regression test show significant results for the workload variable on employee performance, namely the calculated t value produced for the workload variable is 2,364 with a sig of 0.022. Sig analysis results. 0.025 is smaller than 0.05, meaning that individually the workload variable has a significant effect on employee performance at the BAPPERIDA office, Mandailing Natal Regency. The results of this research are in accordance with the results of research conducted by Sentot Iskandar and Gredi Granada Sembada (2022), concerning "The Influence of Workload, Motivation and Job Satisfaction on the Performance of BJB Bank Employees, Padalarang Branch". Based on the results of data collection and processing, hypothesis testing and discussion of research results, workload has a significant influence on the performance of Bank BJB Padalarang branch employees. This means that the perceived workload can determine the work behavior or performance of BJB Bank Padalarang Branch employees.

#### The Influence of HR Quality on Employee Performance

The results of the regression test show that the calculated t value produced for the human resource quality variable is 4.231 with a sig of 0.000. Sig analysis results. 0.000 is smaller than 0.05, meaning that individually the human resource quality variable has a significant effect on employee performance at the BAPPERIDA office, Mandailing Natal Regency. According to Pasalong (2019:5) the quality of human resources is a workforce that

has competence, knowledge, skills and high morals. If employees do not have good qualities, it will affect the resulting performance and will have an impact on the organization.

**Influence of the Work Environment on Employee Performance**

The results of the regression test show that the calculated t value produced for the work environment variable is 2,295 with a sig of 0.002. Sig analysis results. 0.002 is smaller than 0.05, meaning that individually the work environment variable has a significant effect on employee performance at the BAPPERDA office, Mandailing Natal Regency. The results of this research support the findings of empirical research from Nuryasin, et al (2021), which states that work environment variables have a significant effect on performance. A comfortable work environment created through harmonious relationships between colleagues, subordinates and superiors and supported by adequate facilities. A work environment like this will have a positive impact on employees, thereby influencing employee performance.

**Influence of workload, quality of human resources and work environment on employee performance**

The test results show that based on the table above, the calculated F value is 7.838 with F sig. 0.000 where F sig. 0.000 is smaller than 0.05 then  $H_0$  is rejected. It can be interpreted that simultaneously workload (X1), quality of human resources (X2), work environment (X3) have a significant influence on employee performance (Y) at the BAPPERIDA office in Mandailing Natal Regency. According to Pratama (2019) Performance is the result of a person's or company's work in terms of quality and quantity in a certain period which reflects how well the person or group fulfills the requirements of a job in an effort to achieve organizational or company goals. Employee performance is influenced by several factors, including the work environment. Work environment factors are important in influencing employee performance because a comfortable, safe and conducive work environment will improve employee performance. Likewise, if the work environment is unsafe, uncomfortable, not conducive, and the relationships between co-workers are not good, it will reduce the resulting employee performance.

**CONCLUSION**

Workload has a significant effect on employee performance at the BAPPERIDA office in Mandailing Natal Regency. The quality of human resources has a significant effect on employee performance at the BAPPERIDA office in Mandailing Natal Regency. The work environment has a significant effect on employee performance at the BAPPERIDA office in Mandailing Natal Regency. Workload, Quality of Human Resources and Work Environment have a significant effect on Employee Performance at the BAPPERIDA office in Mandailing Natal Regency.

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