

**Effect of Workload, Work Competency, Work Environment, and Work  
Motivation on Employee Performance**

(Study on Pharmacy Staff of Prof. Dr. R. D. Kandou Hospital Manado)

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**ABSTRACT:** This study aims to analyze the effect of workload, work competence, work environment and work motivation on employee performance, simultaneously or partially. The population in this study were all employees in the pharmacy department of RSUP Prof. Dr. R. D. Kandou Manado, totaling 114 people, with the amount of data analyzed as many as 114 respondents. The sampling technique used is saturated sampling. Methods of data collection using questionnaires and documentation. While the data analysis technique to test the hypothesis is multiple linear regression analysis. The results obtained that Workload, Work Competence, Work Environment, and Work Motivation together have a positive and significant influence on the Performance variable. Partially, the workload has a positive and significant effect on employee performance. Work Competence has a significant positive effect on employee performance. Work environment has a significant positive effect on employee performance. Work Motivation has no significant effect on Employee Performance From the results of the study, suggestions that can be given are: the workload should be properly regulated so that employee performance is as expected. The management should pay attention to how to improve the work competence of employees to achieve maximum performance. Management should be able to continue to pay attention to the work environment of employees, especially physical and non-physical. For future researchers, it is hoped that they can continue to develop this research. This study only examines workload, work competence, work environment, and work motivation, so that researchers can add other variables such as leadership, work characteristics, organizational culture, and so on that can be used as further research from this research.

**KEYWORDS:** work competence, work environment and work motivation on employee performance

## INTRODUCTION

Every organization is required to be able to optimize human resources and manage human resources. Human resource management cannot be separated from the employee factor who is expected to be able to perform as well as possible and can make an optimal contribution to the achievement of organizational goals. Employees are the main assets of the organization and have a strategic role in the organization, namely as thinkers, planners, and controllers of organizational activities (Hasibuan, 2017). As the main asset in the organization, every employee is expected to produce performance that can support the achievement of organizational goals. There are many factors that can affect employee performance such as workload, employee work competence, work environment and employee motivation. One way that must be taken to improve employee performance is by analyzing the workload in the agency. An employee who works in accordance with adequate education and skills will easily carry out work so that it motivates them to work in achieving goals (Mangkunegara, 2013). In addition to workload, encouragement or motivation is also important in an effort to improve employee performance. Motivation is the willingness to carry out high efforts to achieve organizational goals, which is conditioned by the ability of efforts to meet certain individual needs. Motivation is closely related to employee performance, so with the motivation of an employee, his performance increases (Winardi, 2001). Furthermore, to create high performance it is necessary to increase the optimal work of employees to achieve organizational goals, so as to make a positive contribution to organizational development. Organizations must also pay attention to factors that can affect employee performance, namely a conducive work environment. According to Putra et al (2016), the work environment in the workplace is very important for an employee. Conditions that exist in the workplace will affect the resulting performance. A conducive work environment has a positive impact in the form of employee morale in relation to achieving company goals.

The influence of workload, work competence, work environment and work motivation on employee performance is then an interesting thing to study on employees of the Pharmacy section of the Central General Hospital Prof. Dr. R. D. Kandou Manado. This is because based on observations made regarding the performance of employees in the pharmacy department in terms of the quantity of work that is still considered insufficient to support the completion of work tasks in accordance with the time set, the quality of work produced by employees is still low, namely there are some jobs produced that are still less than optimal, low organizational productivity, innovation is hampered, morale decreases, which overall will hamper performance so that employee responsibilities in carrying out work are not as expected, employee initiative is still low, where employees do not use all their work time with other things outside of work, namely when there are several tasks that have not been carried out by some employees

### 1.2 Problem Formulation

1. Is there any effect of workload on employee performance in the Pharmacy RSUP Prof. Dr. R. D. Kandou Manado?
2. Is there an influence of work competence on employee performance in the Pharmacy RSUP Prof. Dr. R. D. Kandou Manado ?
3. Is there any influence of the work environment on the performance of employees in the Pharmacy RSUP Prof. Dr. R. D. Kandou Manado?
4. Is there an effect of work motivation on employee performance in the Pharmacy RSUP Prof. Dr. R. D. Kandou Manado ?

5. Is there any effect of workload, work competence, work environment and motivation on employee performance in the Pharmacy section of Prof.Dr.R.D. KandouManado ?

**II. The objectives of this study are:**

1. To determine the effect of workload on employee performance in the Pharmacy section of RSUP Prof.Dr.R.D. Kandou Manado.
2. To determine the effect of work competence on employee performance in the Pharmacy section of RSUP Prof.Dr.R.D. Kandou Manado.
3. To determine the effect of the work environment on employee performance in the Pharmacy section of RSUP Prof.Dr.R.D. Kandou Manado.
4. To determine the effect of work motivation on employee performance in the Pharmacy section of RSUP Prof.Dr.R.D. Kandou Manado.
5. To determine the effect of workload, work competence, work environment and motivation on employee performance in the Pharmacy section of RSUP Prof.Dr.R.D. Kandou Manado

**RESEARCH METHODS**

This study uses quantitative research methods that emphasize the analysis of numerical data (numbers) processed by statistical methods. Quantitative research works with numbers, the data of which are numbers (scores or scores, sets, or frequencies), which are analyzed using statistics to answer specific research questions or hypotheses and predict other variables. In other words, this research is an associative study which aims to determine the effect or relationship between two or more variables. This research can build a theory that can function to explain, predict and control a symptom and can be done to test hypotheses with inferential statistics.

**2.1 Data Collection Techniques**

There are two data collection methods used in this study where all the required data were collected

- a. Field research (field research method) is by distributing questionnaires to all respondents who are the object of research.
- b. Data collection is also carried out by the literature study method, namely data collection by conducting study studies of books, literature, notes, and reports that are related to the problem being solved.

According to Sugiyono (2014) population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to study and draw conclusions. The population in this study were all employees in the pharmacy department of RSUP Prof.Dr.R. D. Kandou Manado, totaling 114 people, with the amount of data analyzed as many as 114 respondents. The sampling technique used is saturated sampling. Methods of data collection using questionnaires and documentation. While the data analysis technique to test the hypothesis is multiple linear regression analysis.

**RESULTS**

**Validity test**

Sugiyono (2010), the results of research are valid if there is a similarity between the collected data and the actual data that occurs on the object of research. Valid or not, an instrument can be determined by comparing the Pearson moment correlation index with a significant level of 5%. If the significance of the correlation results is less than 0.05 (5%) then it is declared valid and vice versa is declared invalid.

**Table 1 Results of the Research Instrument Validity test**

Variabel	Item Pertanyaan	r (korelasi)	Signifikansi	Keterangan
WORKLOAD, (X1)	X1.1	0,636	0,000	Valid
	X1.2	0,571	0,000	Valid
	X1.3	0,595	0,000	Valid
	X1.4	0,648	0,000	Valid
	X1.5	0,768	0,000	Valid
WORK COMPETENCY(X2)	X2.1	0,738	0,000	Valid
	X2.2	0,726	0,000	Valid
	X2.3	0,764	0,000	Valid
	X2.4	0,490	0,000	Valid
	X2.5	0,671	0,000	Valid
Work Environment (X3)	X3.1	0,810	0,000	Valid
	X3.2	0,761	0,000	Valid
	X3.3	0,838	0,000	Valid
	X3.4	0,720	0,000	Valid
	X3.5	0,653	0,000	Valid
Work Motivation (X4)	X4.1	0,735	0,000	Valid
	X4.2	0,694	0,000	Valid
	X4.3	0,728	0,000	Valid
	X4.4	0,468	0,000	Valid
	X4.5	0,690	0,000	Valid
Employee Performance (Y)	Y1.1	0,781	0,000	Valid
	Y1.2	0,568	0,000	Valid
	Y1.3	0,817	0,000	Valid
	Y1.4	0,844	0,000	Valid
	Y1.5	0,841	0,000	Valid

Source: primary data (processed), februari 2020

From the results of the validity test in the table above, it can be seen that all items are valid because they have a significance value below 0.05 and the calculated r value is greater than the r table value.

**Reliability test**

Arikunto 2010, an instrument can be said to be reliable (reliable) if it has a reliability coefficient of 0.6 or more. The reliability coefficient is obtained using the Alpha Cronbach formula. If negligence is less than 0.6 then it is declared unreliable and vice versa.

**Table 2 Results of the Research Instrument Reliability Test**

No	Variabel	Alpha Cronbach
1.	WORKLOAD, (X1)	0,680
2.	WORK COMPETENCY (X2)	0,709
3.	Work Environment (X3)	0,810
4.	Work Motivation (X4)	0,680
5.	Employee Performance (Y)	0,828

Source: primary data (processed), February 2020

From the results of the reliability test in the table above, it can be seen that all variables have a Cronbach Alpha value above 0.6. Thus, all variable items are realistic.

**Multiple Linear Regression Test Results**

The results of multiple linear regression analysis are shown in table 3 below:

Variabel	B	t	Sig t	Keterangan
WORKLOAD, (X1)	0.216	2,530		Signifikan
Employee Performance (Y) WORK COMPETENCY (X2)	0.212	3,021		Signifikan
Work Environment (X3)	0.511	6,556		Signifikan
Work Motivation (X4)	-0,028	-0,456		TidakSignifikan
Konstanta = 1.534				

- A. Regression Equation:  $Y = 1.534 + 0.216 (X1) + 0.212 (X2) + 0.511(X3) - 0.028(X4) + e$  The constant value of the equation above is 1,534. This value indicates that if the Workload Variable (X1), Work Competence Variable (X2), Work Environment Variable (X3) and Work Motivation variable (X4) are constant or  $X=0$ , then the employee's performance will be worth = 1534.
- B. Workload variable (X1) shows a coefficient value of 0.216, this means that if there is an increase in Workload (X1) by 1%, the employee performance variable (Y) will also increase by 0.216 assuming the other independent variables are considered constant.
- C. The Work Competency Variable (X2) shows a coefficient value of 0.212, this means that if there is an increase in the Work Competency Variable (X2) by 1%, the employee performance variable will also increase by 0.212 assuming the other independent variables are considered constant.
- D. The Work Environment Variable (X3) shows a coefficient value of 0.511, this means that if there is an increase in the work environment variable by 1%, the employee performance variable will also increase by 0.511 assuming the other independent variables are considered constant.
- E. The work motivation variable (X4) shows a coefficient value of -0.028, this means that if there is an increase in the work motivation variable by 1%, the employee performance variable will decrease by 0.028 assuming the other independent variables are considered constant.

**Hypothesis Testing**

**1. Simultaneous hypothesis testing (F test)**

This simultaneous test (F test) is used to see whether the independent variables, namely Workload (X1), Work Competence (X2), Work Environment (X3), and Work Motivation (Y) together have a positive and significant influence on the dependent variable.namely Employee Performance (Y).

**Analysis of Variance (ANOVA)****ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	546,223	4	136,556	40,802	,000 <sup>b</sup>
	Residual	364,803	109	3,347		
	Total	911,026	113			

a. Dependent Variable: KINERJA PEGAWAI

b. Predictors: (Constant), MOTIVASI KERJA, LINGKUNGAN KERJA, BEBAN KERJA, KOMPETENSI KERJA

the magnitude of the probability or significance number in the ANOVA calculation used for the feasibility test of the regression model, provided that the probability as a reference is below 0.05. Furthermore, in the table above, the ANOVA test produces an F number of 40,802 with a significance level (probability number) of 0.000. Because the probability number is  $< 0.05$ , this regression model is feasible to use in predicting the dependent variable in this study, namely Employee Performance. Thus the hypothesis which states that there is a simultaneous influence of Workload (X1), Work Competence (X2), Work Environment (X3), and Work Motivation (Y) together have a significant influence on the Employee Performance variable (Y) is accepted.

**Partial Hypothesis Test (t Test)**

Workload variable (X1) tcount value of 2,530 with a probability of 0.013. Because the probability value (sig)  $t < 5\%$  ( $0.013 < 0.05$ ) then partially the Workload (X1) variable has a positive and significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant effect of the Workload variable (X1) on the Employee Performance variable (Y) is accepted. - The Work Competence Variable (X2) has a t-value of 3.021 with a probability of 0.003. Because the probability value (sig)  $t < 5\%$  ( $0.003 < 0.05$ ) then partially the Work Competence variable (X2) has a significant positive effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Work Competence variable (X2) on the Employee Performance variable (Y) is accepted. - Work Environment Variable (X3) tcount value of 6.556 with a probability of 0.000. Because the probability value (sig)  $t < 5\%$  ( $0.000 < 0.05$ ) then partially the Work Environment variable (X3) has a significant positive effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant effect of the Work Environment variable (X3) on the Employee Performance variable (Y) is accepted. - Variable Work Motivation (X4) tcount value of -0.456 with a probability of 0.649. Because the probability value (sig)  $t > 5\%$  ( $0.649 > 0.05$ ) then partially the Work Motivation variable (X3) has no significant effect on the Employee Performance variable (Y) if the other independent variables remain in value. Thus the hypothesis which states that there is a positive and significant influence on the Work Motivation variable (X4) on the Employee Performance variable (Y) is rejected.

## DISCUSSION

### 1. Workload on Employee Performance

The results obtained indicate that partially the workload has a positive and significant effect on employee performance at the pharmacy department of the Central General Hospital Prof.Dr. R.D. Kandou Manado. The results of this study provide evidence that providing a workload that is in accordance with standards will be able to improve employee performance. Vice versa, excessive workload will cause increased levels of fatigue for employees so that performance also decreases. And if the workload is too low, it will actually harm the company because it will pay a number of employees with unbalanced work results for the company. This is in accordance with the theory that has been put forward by Hancock and Meshkati (1988) that workload can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. Considering that human work is mental and physical, each has a different level of loading. The level of loading that is too high allows the use of excessive energy and overstress occurs, on the contrary the intensity of the load that is too low allows boredom and saturation or understress. Therefore, it is necessary to strive for the optimum level of loading intensity that exists between the two extreme limits and of course differs from one individual to another. The results of this study are in accordance with research conducted by Musa and Surijadi (2020), Rolos et.al (2018), Irawati and Carrollina (2017) Tjiabrata, (2017), Sutoyo, (2016);Zulkifli, (2016) who also found that partially there is a significant influence between workload variables on employee performance. Based on the opinions of experts and the results of previous studies, it can be seen that both theoretically and empirically it can be proven that workload affects employee performance. Therefore, good organizational management must be able to pay attention to the workload of its employees so that organizational goals can be achieved.

### 2. Work Competence on Employee Performance

The results obtained indicate that partially work competence has a significant positive effect on employee performance at the pharmacy department of the Prof.Dr.R.D.Kandou Manado Central General Hospital. This means that the better the competence of the employee, the better the performance he shows. The results of this study are relevant to previous research conducted by Nugroho and Paradifa (2020), Fahmi, Hadiyati, Ahmad (2020) which found that work competence had a significant positive effect on employee performance. Competence has a positive and significant effect on the performance of employees in the financing department, this is because if employees have good competencies such as completing tasks correctly and quickly, broad knowledge, and others, their work will be more efficient and conditioned, so that employee performance will be better. good. Competence can also deepen and broaden work abilities. The more often a person does the same job, the more skilled and faster he will complete the job. The more kinds of work a person does, the richer and wider his work experience is, and the possibility of increasing his work.

3. Work Environment on Employee Performance Partially the work environment has a significant positive effect on the performance of the pharmacy staff of the Prof.Dr.R.D.Kandou Central General Hospital Manado. This means that the better the employee's work environment, the better the performance he shows. The arrangement of the room, the layout and arrangement of the work equipment that is arranged in such a way, can lead to comfort and safety at work. In addition, a cooperative relationship between fellow employees, and employees with superiors that goes well can lead to good productivity and performance. Handoko (2017) states that the work environment

including relationships between employees, relationships between leaders, temperature and work environment, lighting and so on can have a bad and good impact on the organization. This opinion is also reinforced by Anoraga (2014) which states that a good work environment will affect good performance on all parties, both workers, leaders, or on the results of their work. The environment is one of the most important factors in improving performance, because with a supportive environment, both the atmosphere and infrastructure will make employees more active to work.

4. Work Motivation on Employee Performance Partially,

work motivation has no significant effect on the performance of the pharmacy staff of the Central General Hospital Prof.Dr.R.D.Kandou Manado. This means that the high and low performance of employees is not caused by the rise and fall of work motivation of the employee concerned. The results of this study are not the same as those conducted by Nugroho and Paradifa (2020), Ardhani and Ratnasari (2019), and Sumiati and Purbasari (2019). However, it is the same as research from Ruslihardy (2020), and Fatur Rahman (2018) which states that motivation has no significant effect on employee performance. So this result contradicts the existing reality, where motivation is an encouragement for someone so that person can focus on personal goals and organizational goals. This result is not in accordance with the opinion of Robbins and Coutler (2017) which states that motivation is a process that shows individual intensity, direction and persistence of efforts towards achieving goals. While motivation in a general sense is related to In our pursuit of goals, we focus on organizational goals in order to reflect our interest in work and behaviors related to that work.

### CONCLUSION

From the results of the research and discussion in the previous chapter, it can be concluded as follows:

1. Partially the workload has a positive and significant effect on employee performance at the pharmacy department of the Prof.Dr.R.D.Kandou Manado Central General Hospital. The results of this study provide evidence that providing a workload that is in accordance with standards will be able to improve employee performance.
2. Partially, work competence has a significant positive effect on employee performance at the pharmacy department of the Prof.Dr.R.D.Kandou Manado Central General Hospital. This means that the better the competence of the employee, the better the performance he shows.
3. Partially the work environment has a significant positive effect on the performance of the pharmacy staff of the Prof.Dr.R.D.Kandou Manado Central General Hospital. This means that the better the employee's work environment, the better the performance he shows.
4. Partially, work motivation has no significant effect on the performance of the pharmacy staff at the Central General Hospital Prof.Dr.R.D.Kandou Manado. This means that the high and low performance of employees is not caused by the rise and fall of work motivation of the employee concerned.
5. Simultaneously, workload, work competence, work environment and work motivation affect the performance of the pharmacy staff at the Prof.Dr.R.D.Kandou Central General Hospital Manado.

**Suggestions**

1. We recommend that the workload needs to be regulated properly so that employee performance is as expected
2. The management should pay attention to how to improve the work competence of employees to achieve maximum performance.
3. Management should be able to continue to pay attention to the work environment of employees, especially physical and non-physical.
4. For further researchers, it is hoped that they can continue to develop this research. This study only examines workload, work competence, work environment, and work motivation, so that researchers can add other variables such as leadership, work characteristics, organizational culture, and so on that can be used as further research from this research.

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