

The Effect Of Placement, Workload And Competence On Employee Performance At Pt. Pln (Persero) Up3 Pematangsiantar

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Abstract.

This study aims to analyze the placement, workload and competency and performance of employees at PT. PLN (Persero) UP3 Pematangsiantar and analyzed the influence of placement, workload and competence on employee performance at PT. PLN (Persero) UP3 Pematangsiantar. This research is a quantitative research with a descriptive approach with the research population is all employees at PT. PLN (Persero) UP3 Pematangsiantar as many as 141 people. Descriptive data analysis using Structural Equation Modeling - Partial Least Square (SEM-PLS). The findings of the study show that a) There is a positive and significant influence of placement variables on performance that has a significant effect on performance. b) There is a negative and significant influence of workload variables on performance. c) There is a positive and significant influence of competency variables on performance.

Keywords: Placement; Workload; Competence and Employee Performance.

I. INTRODUCTION

Human resources with good performance are very important for an organization to achieve its goals. Performance, according to Riva'i & Basri (2008), is defined as "the results or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, objectives, or criteria that have been agreed upon beforehand." In public management conversations, the word "performance" has become a very interesting term. Organizational performance and employee performance are two aspects that form the concept of performance. Organizational performance is the level of achievement of task implementation in an organization to achieve the goals, objectives, missions, and vision of the organization (Bastian, 2001:329). The individual performance of employees of PT. PLN (Persero) UP3 Pematangsiantar can be seen in the following table:

Table 1. Employee Performance of PT. PLN (Persero) UP3 Pematangsiantar 2021-2023

Year	Not good	Pretty good	Good	Very good	Amount
2021	2	15	110	8	135
2022	3	18	115	7	143
2023	2	17	117	5	141

Source: PT. PLN (Persero) UP3 Pematangsiantar, 2024

From Table 1, it can be seen that the performance assessment based on the targets given by PT. PLN (Persero) UP3 Pematangsiantar employees in 2021-2023, there are still employees who received poor scores, then for the predicate category very good From year to year it is decreasing, while the good and sufficient categories tend to increase in those in that category. This shows that the performance of PT. PLN (Persero) UP3 Pematangsiantar employees has not met the agency's target, where the target desired by the leadership is that employee performance is included in the very good category . Of course, this is a challenge for PT. PLN (Persero) UP3 Pematangsiantar to realize this, considering that the number of employees who are in the good and good enough predicate is still large to reach the very good category. According to experts, namely Kasmir (2019:189) , Mangkuprawira (2018) , and Robins (2018) Employee performance can be influenced by many aspects, including placement, workload, and competence. Employee placement according to Mathis and Jackson (2016) is placing a person's position in the right job position, how well an employee fits the job will affect the quantity and quality of work. PT. PLN (Persero) UP3 Pematangsiantar places employees with certain job groups with different job descriptions and workloads.

The phenomenon shows the number and type of employee positions at PT. PLN (Persero) UP3 Pematangsiantar, we can see various sections and positions, with many positions and diverse human resources, the suitability between employee profiles and employee placement in a position will be related to employee performance. According to (Iriawati & Crolina, 2017), one factor that influences employee performance is workload. Workload is the number of activities that must be completed by an organizational unit within a specified time. The large number of tasks and responsibilities assigned to an employee results in less than optimal results because employees only have a limited amount of time to complete many tasks. If this occurs frequently, it will impact employee performance. The phenomenon that occurs shows the difference between the existing employee workload and the employees who should be analyzed for workload. In the senior officer section, with work carried out by 8 employees, based on workload analysis calculations, it should be sufficient for 3 people to complete it. The Network and Construction section, with work carried out by 17 employees, should be carried out by 22 people. The Commerce and Marketing section, with work carried out by 8 employees, should be carried out by 9 people based on workload analysis calculations. The Finance and General Affairs section, with work carried out by 9 people, should be carried out by 8 people.

The Customer Service Unit, with work carried out by 81 employees, should be carried out by 96 people based on workload analysis calculations. In addition to placement and workload, the company hopes for highly competent employees to support its performance. Efficiency will occur if employees have competent competencies, therefore the company will carry out recruitment by selecting highly competent employees to achieve the company's goals (Dewanti, 2020). On the other hand, employees with high competence also have high demands on the company. Research conducted by (Vertasari & Zunaidah, 2014) shows that competence has a positive impact on employee performance, supported by research (Kartika & Sugiarto, 2014). Therefore, the company must be wise in this matter, so that all can be accommodated properly. The competency of PT. PLN (Persero) UP3 Pematangsiantar employees can be seen from the PEG and POG values of the employees. Person Grade (PEG) is attached to individual employees consisting of 16 (sixteen) Person Grades ranging from Person Grade 8 (eight) to Person Grade 23 (twenty-three). While Position Grade (POG) is attached to employee positions consisting of 18 (eighteen) Position Grades ranging from Position Grade 8 (eight) to Position Grade 25 (twenty-five).

To see the competency gap of PT. PLN (Persero) UP3 Pematangsiantar employees can be seen in the following table: Research conducted by Aprilianti & Syarifuddin (2022) found that organizational culture and work discipline have a significant influence on employee performance. Then Dafmawati et al., (2017) discipline affects performance. However, in contrast to research conducted by Mairia et al., (2021) found that leadership has no effect on performance. And research by Solossa et al., (2018) found that leadership and organizational culture did not influence performance, while discipline did influence performance. Research conducted by Gunawan & Onsardi (2020) found that job placement affects employee performance. (Cahayati et al., 2023) found that job placement and workload, both partially and simultaneously, had a positive and significant effect on employee performance. (Billik et al., 2023) found that workload impacted employee performance; and (3) competence impacted employee performance. This contrasts with research by Filzana (2024) which found that workload had an insignificant effect on employee performance.

II. LITERATURE REVIEW

2.1 Employee Performance

Dessler (2020) states that employee performance (work achievement) is the actual achievement of employees compared to the expected performance of employees. Expected work performance is a standard achievement that is set as a reference so that it can see the employee's performance according to their position compared to the standards made. In addition, the performance of the employee can also be seen in relation to other employees. Kasmir (2016) defines performance as the results of work or work behavior that have been achieved in completing the tasks and responsibilities given in a certain period. Performance assessments are usually carried out by management for one or several specific periods. According to Edison et.al (2017), performance is the result of a process that refers to and is measured over a certain period of

time based on previously determined provisions or agreements. Then Robins (2015) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job. According to Mangkunegara (2016), employee performance is the quality and quantity of work achieved by an employee in carrying out tasks according to the responsibilities assigned to him. Meanwhile, according to Bangun (2015), performance is the work results achieved by an individual based on job requirements. Meanwhile, other experts' opinions convey that performance is the result of employee work seen from the aspects of quality, quantity, work time and cooperation to achieve the goals set by the organization. (Sutrisno, 2016). Furthermore, Riva'i (2016) states that performance is a real behavior displayed by each person as a work achievement produced by employees according to their role in the campus. Employee performance is a very important thing in the campus's efforts to achieve its goals. Moehariono (2015) says that performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization.

2.2 Placement

Placement is a follow-up to selection, namely placing prospective employees who are accepted (passed the selection) in positions/jobs that require them and delegating authority to that person (Hasibuan: 2019). Placement is *the* process of assigning/filling positions or filling positions or reassigning employees to new or different tasks/positions. This assignment can be the first assignment for newly recruited employees, but can also be through promotions, transfers, and demotions or even termination of employment (Hariandja: 2022). Employee placement is the assignment of a person to a position that suits his/her expertise and skills. Placement is the assignment or reassignment of an employee to a new job. (Mangkuprawira: 2018). According to Sastrohadiwiryono (2018) employee placement is the process of assigning tasks and jobs to employees who have passed the selection process to carry them out within the established scope and are able to take responsibility for all risks and possibilities that arise from their tasks and jobs, authority, and responsibilities.

According to Rivai (2015.p,156) Placement is the assignment or reassignment of an employee to his new job. Bahri (2019) states that employee placement is the process of placing employees in jobs that suit their skills so that they work effectively based on job analysis information. According to Trisnawati (2019) placement is a policy taken by an installation leader or personnel department to determine whether an employee remains or is not placed in a certain position or position based on consideration of certain expertise, skills or qualifications. According to Hakim (2019) that employee job placement is a follow-up to selection, namely the placement of prospective employees who are accepted (pass the selection) in positions/jobs that require them and at the same time delegating authority to that person. According to Siagian (2016. P,168) Placement is the end of the selection process.

2.3 Workload

According to Kasmir (2016:40), workload analysis is necessary because it provides many benefits for employees and the company. Everly & Girdano (2011:384-389) add another category of workload, namely a combination of quantitative and qualitative workload overload. Physical and mental overload, namely having to do too many things, is a possible source of employee stress. Workload is the amount of employees that must be borne by a position/organizational unit and is the result of the product of work volume and time norms (Utomo, 2008:44). According to Munandar (2007:387), a qualitatively underworked workload is a situation where workers are not given the opportunity to use their acquired skills or develop their full potential. Underworked workload, caused by a lack of stimulation, will lead to low work enthusiasm and passion. Workers will feel that they are "not progressing" and feel powerless to demonstrate their talents and skills. According to Tarwaka (2011:106), workload is something that arises from the interaction between the demands of the work environment where it is used as a workplace, the skills and perceptions of employees. Workload is sometimes defined operationally on factors such as task demands or efforts made by employees.

2.4 Competence

According to Edison *et.al.*, (2017), competence is an individual's ability to carry out a job correctly and have advantages based on matters relating to knowledge, skills and attitudes . According to Abdullah (2016), competence is a behavioral dimension that lies behind competent performance that shows how people behave when they carry out their roles well. According to Moehersono (2016), competence is a basic characteristic of personnel that is a determining factor in whether or not someone is successful in carrying out a job or in a certain situation. According to Wibowo (2016), competence is the ability to carry out a job based on the knowledge, skills and work attitudes required by the job. Zaim (2013) also analyzes managerial competence and defines competence as *an underlying characteristic of a person that could be a motive, trait, skill, aspect of one's self-image, social role, or a body of knowledge* which he or she uses. According to Hafid (2022), the competence of state civil servants means the abilities that a civil servant must have in the form of knowledge, skills, attitudes and behaviors required in carrying out their duties.

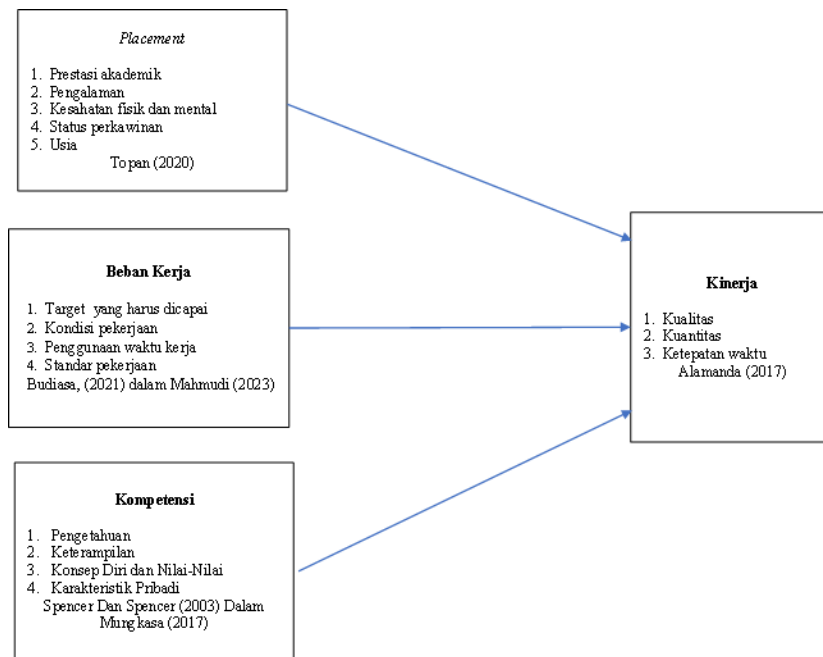
1. Relationship between variables

Proper placement has a direct impact on employee performance, as it determines how effectively a person can meet job demands. When employees are placed in positions that align with their abilities and qualifications, they are better able to complete their work efficiently and with high quality. Employees who feel their positions align with their abilities and career goals are more likely to remain with the organization. According to Dessler (2020) *Proper placement plays a crucial role in improving employee performance by ensuring they have the appropriate competencies and motivation for the position. Organizations that implement good placement practices not only recruit productive employees but also create a harmonious and sustainable work environment.* Based on the theory and previous research mentioned above, it can be concluded that there is a relationship between *place* and employee performance. Workload is the number of tasks or responsibilities an employee must complete within a certain time. The relationship between workload and employee performance is dynamic and influenced by various factors, such as the level of suitability of the workload to individual capacity, available resources, and work environment support. An appropriate workload (not too light or too heavy) can stimulate employees to work productively without feeling bored or stressed.

A well-managed workload ensures employees can complete tasks effectively and achieve expected targets. According to Kasmir (2018), the relationship between workload and employee performance depends on balance. An optimal workload can increase productivity and motivation, while a workload that is too heavy or too light can negatively impact performance. Effective management needs to ensure workload distribution that is appropriate to employee capacity to create a healthy and productive work environment. Based on the theory and previous research above, it can be concluded that there is a relationship between workload and employee performance. Competence is a combination of knowledge, skills, and attitudes that a person possesses to carry out tasks effectively. The relationship between competence and employee performance is very close, because competence determines an individual's ability to meet job demands and achieve expected results. According to Rivai (2017), competence is the main foundation of employee performance. Competent employees tend to be more productive, innovative, and able to contribute significantly to organizational goals. Therefore, companies need to invest resources in developing employee competence through training, mentoring, and relevant work experience.

III. METHODS

The research methods used are derived from various studies that have been conducted and have yielded research results. From these theoretical sources, the researchers conceptualized the influence of placement, workload, and competence on performance. The conceptual description is illustrated in Figure 1 below:



H1 : *Placement* has a positive effect on employee performance at PT. PLN (Persero) UP3 Pematangsiantar .

H2 : Workload has a negative effect on employee performance at PT. PLN (Persero) UP3 Pematangsiantar .

H3 : Competence has a positive effect on the performance of PT. PLN (Persero) UP3 Pematangsiantar employees .

To support the successful research process, researchers employed a SEM-PLs approach to test the relationships between variables. SEM was chosen because it can analyze direct and indirect relationships between variables and simultaneously test structural and measurement models.

2. Implications

5.1. Analysis Modeling Equation Structural (SEM)

Research data was collected through a questionnaire in the form of scores obtained from respondents' answers to questions or statements related to indicators of leadership and organizational culture (X), discipline (Z), and performance (Y). These variables were analyzed using the Structural Equation Modeling (SEM) method.

SEM is a technique that describes the cause-and-effect relationship between exogenous (independent) variables and endogenous (dependent) variables, by combining two statistical approaches:

1. Factor analysis as a measurement model.
2. Path analysis as a structural model.

The data analysis used in this study is *Structural Equation Modeling (SEM)* PLS which is operated through the Smart PLS version 3.0 program. This research requires data analysis and interpretation that will be used to answer research questions to reveal certain social phenomena. So data analysis is the process of simplifying data into a form that is easier to read and interpret. The model that will be used in this study is a causality model or influence relationship to test the proposed hypothesis, so the analysis technique used is *SEM*. As a structural equation model, Smart PLS version 3.0 has been used in equations and management research.

Partial Least Square SEM Output Results

In this study, data analysis used the *Partial Least Square* (PLS) approach using Smart PLS 3.2.8 software . *Partial Least Square* (PLS) is a structural equation model (SEM) based on *variance components* . The PLS approach is *distribution-free* (it does not use specific data distributions, which can be nominal, categorical, ordinal, interval, or ratio). In addition, PLS can also be used to measure small samples.

Assessing the Outer Model

The measurement model, or outer model, defines how each indicator block relates to its latent variables. The following is an image of the PLS algorithm used in this study:

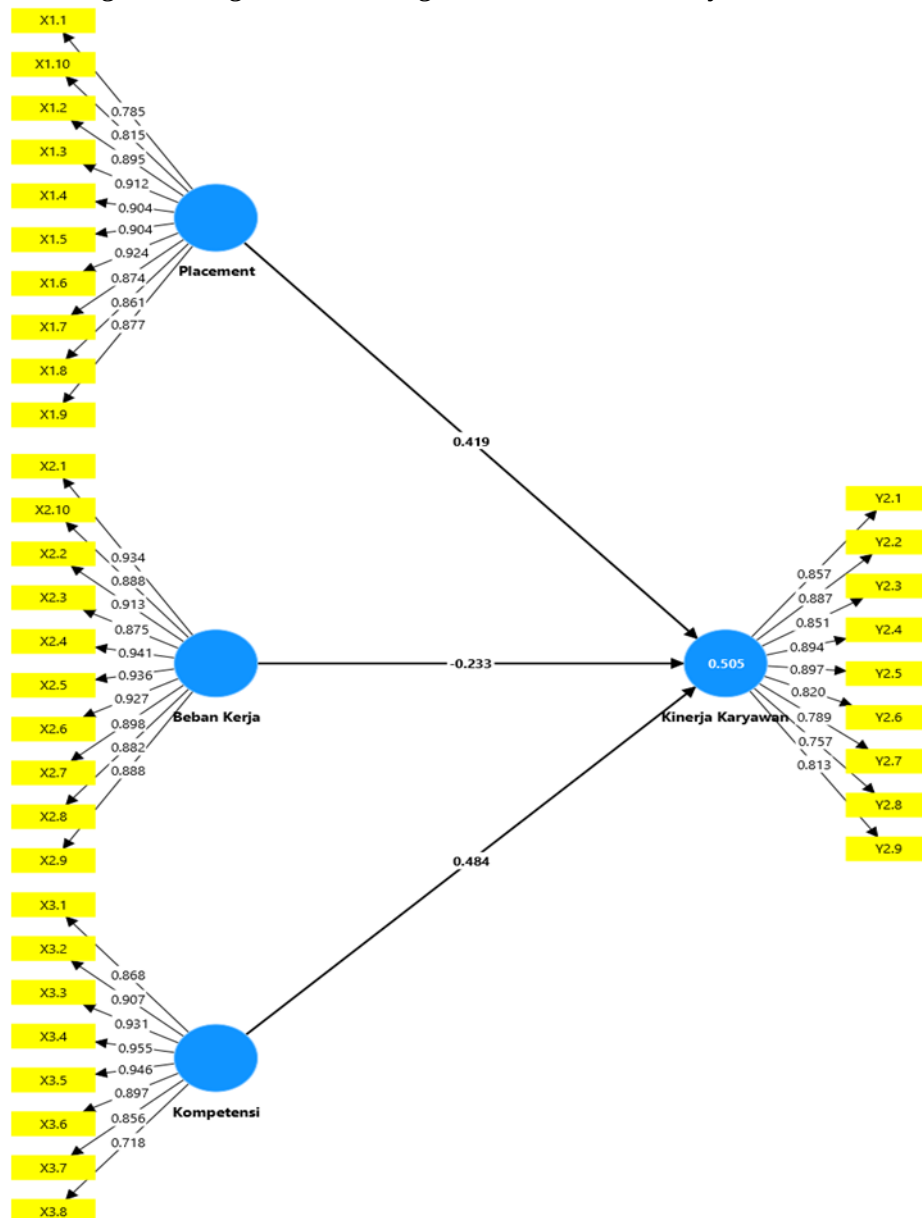


Fig 1. Outer Model Analysis

The PLS Algorithm criteria in Figure 1 above can be explained as follows:

In the *convergent validity test*, only loading was measured. The test results are shown in Table 2. :

Table 2. Results of Convergent Validity Test (Factor Loading)

Observed Variables	Loading Factor	Construction Reliability	Mean Variance Extracted
My position is in accordance with your educational background.	0.785	0.966	0.768
In my opinion, the company should look at the academic background before placing employees.	0.895		
In my opinion, employee placement in the company is in accordance with their work experience.	0.912		
Employees who occupy high positions must be experienced in their field.	0.904		
Employees who are physically healthy are able to carry out their work without health problems .	0.904		
Placement of employees in a work environment	0.924		

Observed Variables	Loading Factor	Construction Reliability	Mean Variance Extracted
according to their physical and psychological abilities		0.874	0.861
I think the company has looked at marital status before placing employees.	0.874		
In my opinion, the marital status of employees is important, because it is a consideration in employee placement.	0.861		
I think the age factor has been taken into consideration, so that the company knows where to place employees.	0.877	0.977	0.825
The age of employees greatly influences the job placement process in the company.	0.815		
Completion of work is always on time	0.934		
The work given is in accordance with work standards	0.888		
I achieved the target that was set	0.913		
The targets given by the company are in accordance with my abilities.	0.875		
I always focus on work because there is a lot of pressure from the company.	0.941		
In this company, I can take time off.	0.936		
I make good use of my working time	0.927		
I enjoy working overtime	0.898		
Busy work, no makes it difficult for me to divide my time for other work.	0.882		
The workload I receive is in accordance with my working capacity.	0.888		
In my opinion , an employee must have the ability to think analytically in carrying out his work, whether it is technical in nature.	0.868	0.961	0.788
In my opinion , an employee must have the ability to think conceptually in carrying out his work, both technical and non-technical.	0.907		
In my opinion, in order for an employee to be able to complete his work well, he should be able to seek information about his field of work.	0.931		
In my opinion, an employee must be proactive in working.	0.955		
In my opinion , should an employee be able to develop his own abilities and the abilities of others at work?	0.946		
In your opinion, should an employee be able to direct his/her co-workers, both as a co-worker and as a leader?	0.897		
In my opinion , should an employee have self-control?	0.856		
In my opinion , should an employee have self-confidence?	0.718		
Achieving the quality of work results in accordance with the standards set by the company	0.857	0.949	0.709
The achievement of the quality of work results is better compared to the previous time	0.887		
Achieving better quality work results compared to other colleagues	0.851		
The work results achieved are in accordance with the established standards	0.894		
The work results achieved are greater than the work results from the previous time.	0.897		
The work results achieved are greater than the work	0.820		

Observed Variables	Loading Factor	Construction Reliability	Mean Variance Extracted
results of other colleagues			
The work implementation time is in accordance with the standards set by the company.	0.789		
The work implementation time is faster compared to the previous time	0.757		
Employees who are assessed as being able to quickly master work can predict future conditions.	0.813		

Source: Smartpls Processed Data, 2024

Table 2 explains that the *convergent validity test* aims to assess reflective indicators as construct indicators or latent variables by assessing the *loading factor* of each indicator within the variable. In this test, if the loading factor value is above 0.7, the variable is considered valid. This study shows that all variables exhibit good *convergent validity*, as they are above 0.7. Next Another method to assess *discriminant validity* is to compare the *square root of average* (AVE) for each construct with the correlation between the construct and other constructs in the model. If the AVE root is higher than the correlation between other constructs, then it can be concluded that the construct has a good level of validity. *Cronbach's alpha* value is above 0.6, and the results of the study indicate that the *Cronbach's Alpha* value for all constructs is above 0.6. The lowest value is 0.905 for Employee Performance, and the highest value is 0.959 for the Competence variable. Therefore, it can be concluded that the *Cronbach's alpha* value for all variables is above 0.6, indicating that all constructs in the estimated model meet the criteria.

Structural Model Evaluation (Inner Model)

Testing of the structural model is evaluated by considering the percentage of explained variance, namely by looking at the R² value for the dependent latent variable using the *predictive relevance* (Q²) value. The magnitude of Q² ranges from $0 < Q^2 < 1$, with the closer it is to 1, the better the model. Conversely, if it is below zero, the results indicate that the model lacks *predictive relevance*. The following is an image of the PLS bootstrapping in this study: The design of a structural model of the relationships between latent variables in PLS is based on the research problem formulation or hypothesis. The design of a measurement model (*outer model*) in PLS is crucial because it is related to whether the indicators are reflective or formative. The following are the structural and measurement models in PLS used in this study.

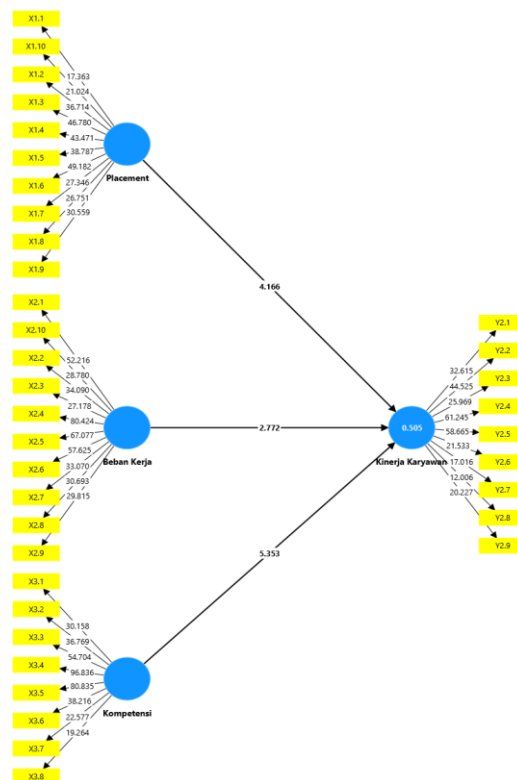


Fig 4.6. Structural Model (Inner Model)

Coefficient of Determination

The calculation process is carried out using a literacy method, where literacy will stop when a convergence condition has been reached. The coefficient of determination uses *R-squared*, which shows what percentage of the variation in the endogenous/criterion construct can be explained by the construct hypothesized to influence it (exogenous/predictor).

Table 3. R Square

Variables	R- square adjusted
Performance	0.505

Source: Smartpls Processed Data, 2024

Table 4.10 shows that the *r-square* value for the Employee Performance variable is 0.505. This means that 50.5% of the Employee Performance variable is influenced by Workload, Competence, and Placement, with the remainder influenced by other variables not tested in this study. This can be interpreted that 50.5% of the variation in the Employee Performance variable is explained by the variables used in the model, namely Competence, Workload and Employee Placement, the remaining 49.5% is explained by other factors outside the model. This model can be used for hypothesis testing. This means that the q^2_{obtained} can be said to be a model that is formed and has good model accuracy or precision, because the value obtained is above 50%. This shows that the model in this study is said to have good predictive value and is suitable for use in testing hypotheses because it has a q^2 value with a range of $0 < q^2 < 1$, the closer the value is to 1, the better the model.

Hypothesis Testing

Direct Effect

To predict the existence of a causal relationship in SEM-PLS using Smartpls, the T-Statistic can be seen in the Table of *path coefficients*, *p-value*, *standard errors*, and *effect sizes for path coefficients*. The following is Table 4, which is the result of the direct effect hypothesis test.

Table 4. Results of the Direct Effect Hypothesis Test

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values	Decision
Placement -> Employee Performance	0.419	4.166	0.000	Accepted
Workload -> Employee Performance	-0.233	2,772	0.006	Accepted
Competence -> Employee Performance	0.484	5,353	0.000	Accepted

Source: Smartpls Processed Data, 2024

Table 4 shows the significance of the estimated parameters, which provides very useful information regarding the influence between the research variables. The basis used in testing the hypothesis is the value of the following *output path coefficients*:

The Influence of Placement on Employee Performance

Based on Table 4, it can be seen that there is a significant influence between placement and employee performance, as evidenced by the path coefficient value of 0.419, with a t statistic of 4.166 and a p value of 0.000. Thus, in this study, the statement that "placement influences employee performance" is accepted.

The Effect of Workload on Employee Performance

Table 4 shows a path coefficient value of -0.233, with a t-statistic of 2.772 and a p-value of 0.006. These results indicate that the calculated t-value is greater than 1.96 (t-value), indicating a negative relationship between workload and employee performance. Therefore, this study accepts the statement that "workload has an influence on employee performance."

The Influence of Competence on Employee Performance

Table 4 shows the path coefficient value of 0.484, with a t-statistic of 5.353 and a p-value of 0.000. These values indicate a relationship between competence and employee performance. Therefore, this study accepts the statement that "competence influences employee performance."

IV. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the research results, the following conclusions can be drawn:

1. *Placement* PT PLN (Persero) UP3 Pematangsiantar employees are in the good category . This is shown by the percentage of employee responses to *the placement* of 73.95%.
2. The workload of PT PLN (Persero) UP3 Pematangsiantar employees is in the moderate category . This is indicated by the percentage of employee responses to the workload of 67.49%.
3. The competency of PT PLN (Persero) UP3 Pematangsiantar employees is in the good category . This is indicated by the percentage of employee responses to workload of 76.45%.
4. The performance of PT PLN (Persero) UP3 Pematangsiantar employees is in the very good category. This is indicated by the percentage of employee responses regarding performance, which was 85.48%.
5. There is a positive and significant influence of the *placement variable* on performance which has a significant influence on performance.
6. There is a negative and significant influence of the workload variable on performance.
7. competency variables on performance .

Suggestion

Practical Advice

Based on the conclusions above, the following suggestions can be given:

1. In relation to the suitability of positions with educational backgrounds, companies can develop *career mapping programs* that map educational backgrounds, training and performance. so that placement can be more optimal.
2. In relation to looking at the academic background before employees are placed, companies can conduct *a fit gap analysis* by matching the academic background with the job description.
3. In relation to employee placement according to work experience, companies need to develop *a Human Experience Management System* that records work history and experience as a reference for employee placement.
4. In relation to employees who occupy high positions who must have experience in their field, companies need to implement *succession planning* based on an experience portfolio where potential employees are given cross-sectional positions to increase their experience and competence.
5. In relation to the placement of employees in a work environment according to their physical and psychological abilities, companies are expected to carry out physical and psychological health assessments so that the employee's condition is in line with the demands of the work position.
6. In relation to marital status being a consideration before employee placement, companies need to prepare work flexibility guidelines based on family status.
7. Since marital status is an important factor in placement, companies can implement a pre-placement interview system that confirms the family's readiness for work placement.
8. In cases where age is a factor to consider in placement, companies can apply age analysis with productivity and workload data to ensure that employees of a certain age receive proportional and productive tasks.
9. Regarding the age of employees influencing the job placement process, companies can prepare alternative career paths for senior employees so that they can continue to contribute optimally.
10. Regarding the completion of work on time, the company needs to carry out regular monitoring and evaluation to help employees before the work deadline.
11. In relation to achieving the targets that have been set, companies need to conduct regular *performance reviews* to assess achievements, provide feedback and tips for improvement in achieving targets.
12. In relation to the targets given by the company with employee capabilities, the company needs to use *a bottom-up target setting approach* by involving employees in the target setting process.

13. Regarding work focus and pressure from the company, companies need to provide *mental health support channels* such as counseling sessions to keep focus high without causing excessive stress.
14. In case employees can take a break, the company can make a scheduled break every 2 hours given 5-10 minutes for rest and provide a break room.
15. In terms of making good use of working time, companies can provide training on *time management* to more optimally manage working hours.
16. In relation to overtime work, companies can provide non-financial compensation such as meal vouchers, additional leave days, or symbolic awards for employees who work overtime voluntarily.
17. In relation to busy work and time allocation, companies can develop a work priority system where each employee and their superiors compile a weekly priority scale.
18. Regarding the workload received with work capacity, the company can conduct a semester *workload analysis to evaluate the distribution of employee tasks and adjust the division of work*.
19. In relation to work assigned in accordance with work standards, the company can periodically socialize SOPs in a clear and relevant manner.
20. In relation to analytical thinking skills, companies can hold training related to *critical thinking* and *problem solving* based on case studies in the company.
21. In relation to the ability to think conceptually, companies can create cross-sectional *knowledge sharing* so that employees understand the relationship between sections in completing tasks strategically.
22. Regarding the ability to search for information in their field of work, companies can provide a digital learning platform so that employees can access it independently.
23. In relation to being proactive at work, companies can create innovation weeks to give employees the opportunity to provide new ideas or initiatives in completing work.
24. In relation to the ability to develop oneself and others, companies can implement a *mentoring system* where there is a transfer of knowledge from senior employees guiding other employees.
25. In relation to directing co-workers as colleagues or leaders, companies can hold *leadership training* for all job levels.
26. In relation to self-control, companies can hold *stress management workshop training* related to daily work challenges in order to be able to manage emotions in a more stable manner.

Theoretical Suggestions

Based on the conclusions above, several academic suggestions can be given as follows:

1. For further research, in order to expand the scope of research and add variables that can influence employee performance.
2. Further research can examine other factors that influence performance besides the factors that have been studied in this study .

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