

Original Research

The Impact of Competency and Workload and the Moderating Role of Incentives on Employee Performance at Puri Saron Madangan

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Article Info	Abstract
Article History: Received: 17 July 2023	<i>Introduction:</i> This study aims to determine the effect of competence and workload on employee performance with incentives as moderating variables.
Accepted: 21 August 2023	<i>Methods:</i> This study uses a quantitative approach, the method of data collection using a questionnaire with a total sample of 88 respondents consisting of employees of Puri Saron Madangan. The analysis technique used is moderated regression analysis
Keywords: Incentives, Competencies, Workload, Employee Performance	<i>Results:</i> This research showed that partially employee competence had a positive effect on employee performance while workload had a negative effect on employee performance. After the moderation test was carried out, the results obtained that the existence of incentives was able to strengthen the effect of work competence on employee performance and incentives were also able to weaken the workload variable in influencing employee performance. The coefficient of determination shows that 68.3% of employee performance is influenced by competence, workload and incentives, while the remaining 37.2% is influenced by other variables outside of this study.

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INTRODUCTIONS

The tourism business has become the cornerstone of Bali's regional development (Krisdayanthi, 2020). The Bali area, which has been designated as a tourism center in central Indonesia, is a tourist area that is not only famous for the

friendliness of its people, but also its customs, natural flora and fauna, as well as tourist attractions that have their own characteristics. This situation opens up opportunities for the tourism industry in Bali, especially in the hospitality sector, which is an important component (Setijawan 2018). In order to provide

good quality service, hotel businesses also need support from employees in terms of performance. Maximum employee performance will be able to have a positive impact on tourists and hotel guests.

This research Puri Saron Madangan is carried out, the Puri Saron Madangan Hotel is located in Madangan Village, Petak Kaja, Gianyar Regency. The selection of research objects was based on the results of initial observations where a decline in performance was found which led to a decline in the quality of services provided. Employee performance is one of the factors that can be used as a benchmark in achieving company goals (Dewi and Setiawan 2022). Performance is something that can be done by someone in accordance with their duties and functions. From the existing limitations it can be said that performance is the work result that can be displayed or the work appearance of an employee. Thus, an employee's performance can be measured from work results, task results or activity results within a certain period of time (Depitra and Soegoto, 2018). Research on the influence of competency on employee performance was conducted by (Arifin, and Hartanto 2019), (Permatasari et al, 2019), (Moniharapon 2018) And (Hadi, 2018) which obtained results that competence can influence employee performance, but it is different from previous research conducted by (Djaya 2021) which obtained the result that competence has no effect on employee performance so that the high or low level

of an employee's competence cannot be used as a benchmark for the employee's own performance. Apart from competency variables, one of the factors that influences employee performance is workload.

Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Antoni et al, 2021). Workload measurement is defined as a technique for obtaining information about the work efficiency and effectiveness of an organizational unit, or position holder, which is carried out systematically using job analysis techniques, workload analysis techniques or other management techniques. The conditions that occur in the research object are the increase in employee workload due to employee reductions due to the impact of the Covid 19 pandemic so that many employees are working concurrently at other job desks, the increase in workload greatly affects employee performance. (Hastutiningsih 2019). This is supported by previous research conducted by (Antoni et al, 2021), (Djaya 2021) And (Saputra 2021) which states that a high workload will reduce employee performance.

This research adds incentives as a moderating variable due to the discovery of several previous studies that were inconsistent with employee performance. organization (Sarwoto, 2017). Based on observations that have been made, data on receiving employee incentives in 2021 at Puri Saron Madangan is

disproportionate between employees in one department, employees with harder work receive the same incentives as employees with easier work so it feels unfair, previous research on the influence of incentives on employee performance has been carried out by (Rini, et al, 2015), (Suwarna and Zulkarnaen, 2016), (Maya, 2017), (Fika, 2016) and research conducted by Putri, et al (2022) which states that incentives have an influence positive and significant on employee performance, different from research conducted by (Shahrash, 2016) and research conducted by (Sudarma, 2019) which found different results where incentives had no effect on employee performance. The differences in results obtained are the variables used in this research to find the role of incentives in moderating the influence of competency and workload on employee performance at Puri Saron Madangan. In the next section, a literature review will be presented followed by an explanation of the method. The research results were then interpreted, discussed and concluded.

Attribution theory studies the process of how someone interprets an event and how the reasons or reasons for their behavior are. Attribution theory is a behavior of observing someone and trying to determine whether it can be caused internally or externally (Pandit, R. 2017) . This theory relates to how employee

performance can be influenced by incentives, competence and the employee's workload.

Research on the influence of competency on employee performance was previously carried out by (Arifin, and Hartanto 2019) , (Permatasari et al, 2019) , (Moniharapon 2018) And (Hadi, 2018) which obtained results that competence can influence employee performance, but it is different from previous research conducted by (Djaya 2021) which obtained the result that competence has no effect on employee performance so that the high or low level of an employee's competence cannot be used as a benchmark for the employee's own performance.

Furthermore, research conducted by (Antoni et al, 2021) , (Djaya 2021) And (Saputra 2021) which researches how workload can affect employee performance in a company. The research results state that a high workload will reduce employee performance. Meanwhile, regarding incentives, previous research has been conducted by (Rini, et al, 2015) , (Suwarna and Zulkarnaen, 2016) , (Maya, 2017) , (Fika, 2016) and research conducted by Putri, et al (2022) which states that incentives has a positive and significant influence on employee performance, different from research conducted by (Shahrash, 2016) and research conducted by (Sudarma, 2019) which found different results where incentives had no effect on employee performance.

Based on several expert opinions, it can be concluded that the framework of thinking in this research is as follows:

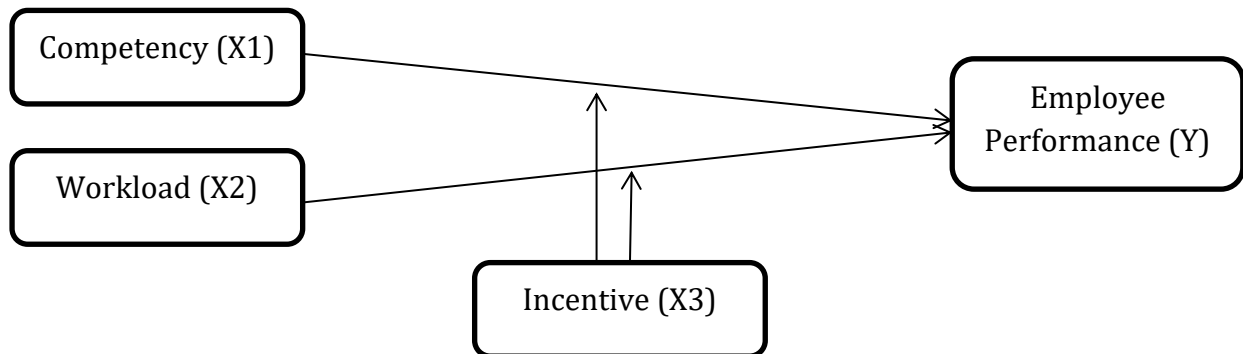


Figure 1. Framework

Based on the picture above, a hypothesis can be generated in this research, namely:

H1 :Competency has a significant positive effect on employee performance.

H2 :Workload has a significant negative effect on employee performance

H3 :Incentives are able to moderate the influence of competency on employee performance.

H4 :Incentives are able to moderate the influence of workload on employee performance.

METHODS

This research was conducted at Puri Saron Madangan. The sampling technique used in this research is saturated sampling where all parts of the population are used as research samples. The sample for this research consisted of employees of Puri Saron Madangan. The sample used in this research was 88 respondents from various departments in Puri Saron

Madangan.

The data collection method used in this research was using a questionnaire that was replicated and modified from previous research conducted by (Erwin and Rosnaida 2021) And (Hadi 2018) . Next, the research instrument was tested, classical assumptions were tested and the hypothesis was answered using moderated regression analysis

RESULT

Test Research Instruments

The validity test shows that all variable indicators have a correlation

coefficient value above 0.30, which means that all instruments are valid. The validity test is presented in Table 1.

Table 1. Validity Test

Indicator	Correlation coefficient	Conditions for Passing Validity
X1.1 - X1.27	0.842 – 0.918	> 0.30
X2.1 – X2.22	0.664 – 0.826	
X3.1 – X3.14	0.354 – 0.754	
Y1 – Y24	0.432 – 0.762	

Source: Processed Primary Data, 2022

The reliability test shows that all variables have a Cronbach's Alpha value above 0.60, which means that all instruments can show consistent results

when measuring the same symptoms again. The reliability test is presented in Table 2

Table 2. Reliability Test

Variable	Cronbach's Alpha value
Competency (X1)	0.990
Workload (X2)	0.970
Incentive (X3)	0.905
Employee Performance (Y)	0.947

Source: Processed Primary Data, 2022

Classic assumption test

The tailed sig.2 value in the normality test is 0.126, indicating a value greater than 0.05. This means the data is normally distributed. The VIF value for each variable is below 10 and the

tolerance value is above 0.1, indicating that the data is free of multicollinearity. Sig value. the heteroscedasticity test is greater than 0.05, indicating that the data is free of heteroscedasticity.

Table 3. Classic Assumption Test

Variable	Normality test	Multicollinearity Test		Heteroscedasticity Test
		Tolerance	VIF	
Competency (X1)	0.126	0.986	1,014	0.533
Workload (X2)		0.841	1,188	0.568
Incentive (X3)		0.835	1,197	0.083

Source: Processed Primary Data, 2022

Coefficient of Determination

The Adjusted R Square value in Table 4 is 0.515, meaning that the variation in employee performance is determined by

the Competency, Workload and Incentive variables by 51.5 percent. Meanwhile, 48.5 percent was determined by other factors

Table 4. Coefficient of Determination

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.726a	,527	,515	11.12866

Source: Processed Primary Data, 2022

Model F-Test

Sig value. F of 0.000 is smaller than $\alpha = 0.05$, which means that the variables of competence, job performance and the

interaction of incentives in moderating competence and workload are able to predict the performance of Puri Saron Madangan employees.

Table 5. F test

ANOVAa						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28282.344	5	5656.469	45,673	,000b
	Residual	25388.671	205	123,847		
	Total	53671.014	210			

a. Dependent Variable: Employee performance

b. Predictors: (Constant) , Workload*Incentive, Competency, Workload, Incentive, Competency*Incentive

Source: Processed Primary Data, 2022

Hypothesis test

Hypothesis testing in this research can be seen in table 6 below:

Table 6 Hypothesis Testing

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	2,068	14,472		.143	,887
	Competence	,277	,165	,420	2,682	,004
	Workload	-.289	,139	-.312	-2,071	,006
	Incentive	,986	,434	,558	2,275	,524
	Competencies*Incentives	,214	,005	,300	2,881	,010
	Workload*Incentives	,181	,004	,096	2,376	.017

a. Dependent Variable: Employee performance

Source: Processed Primary Data, 2022

DISCUSSION

The results of testing the first hypothesis show that the relationship

between the competency variable and employee performance shows a parameter coefficient value of 0.277

with a significance value of $0.004 < 0.05$. These results indicate that competence has a positive and significant relationship to employee performance at Puri Saron Madangan (Hypothesis 1 is accepted). The competencies possessed by employees are the initial capital in improving the employee's own performance to help the company achieve its goals. The higher the competency possessed by the employee, the better the performance provided.

The results of testing the second hypothesis show that the relationship between workload variables and employee performance shows a parameter coefficient value of -0.289 with a significance value of $0.006 < 0.05$. The results of the research show a negative direction, which means the opposite direction, the more workload given will reduce employee performance itself, workload is a factor that influences employee performance if it cannot be managed well, therefore it is important to manage workload so that it does not affect employee performance

The results of testing the third hypothesis show that the interaction between incentives and competence has a regression coefficient value of 0.214 with a significance value of $0.010 < 0.05$ (The third hypothesis is accepted). With incentives being able to strengthen employee competence in improving performance, the incentives given to employees become motivation in themselves to create a work environment that is healthy competitive so that it indirectly forces employees to improve their competence.

Testing the fourth hypothesis that the interaction between incentives and workload has a regression

coefficient value of 0.181 with a significance value of $0.017 < 0.05$ (The 4th hypothesis is accepted). Incentives are able to weaken the influence of workload on employee performance. Adding incentives can of course be an additional supplement for employees to be able to manage workload well. The high workload given will still improve employee performance if the employee gets incentives that are appropriate to the workload.

CONCLUSION AND RECCOMENDATIONS

Based on the results of the research and discussion previously presented, it can be concluded that:

1. Competence has a significant positive effect on employee performance, the higher the employee's competence, the employee's performance will also increase
2. Workload has a significant negative effect on employee performance. The higher the workload will reduce the employee's performance, conversely, the lower the workload, the employee's performance will also increase.
3. Incentives are able to strengthen the influence of competence on employee performance, with good competence and the addition of incentives will be able to improve employee performance
4. Incentives are able to weaken the influence of workload on employee performance, the higher the incentives given, the lighter the high

workload will feel so that it can influence employee performance.

For employees to maximize their performance to achieve general company goals, increase competence to make work easier and for management to make innovations in matters related to improving performance

LIMITATION

This research only focuses on one research object using 88 respondents as research samples. In subsequent research, it is hoped that we can expand the sample and research objects by combining secondary data as research measuring tools and using different analytical tools.

CONFLICT OF INTEREST

Authors disclose no conflicts of interest Related to the work in this manuscript.

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