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The Influence Of Competence And Workload On Employee Performance At The Inspectorate Of Lampung Province

Ika Mutia Prasetyawati
Universitas Bandar Lampung, Indonesia
Habiburahman
Universitas Bandar Lampung, Indonesia

Corresponding Author: ika.mutia@yahoo.com

Abstract

This study aims to examine the influence of competence and workload on employee performance at the Inspectorate of Lampung Province, both partially and simultaneously. The research was motivated by the persistence of employee performance issues, including delays in completing assigned tasks, limited competence in utilizing information technology, and excessive workloads resulting from numerous responsibilities and administrative systems that have not yet been optimally integrated. A quantitative approach with an explanatory research design was employed in this study. The research population consisted of 95 employees, all of whom were selected as the sample using the census method. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression with IBM SPSS Statistics version 25. The results indicate that competence has a positive and significant effect on employee performance, whereas workload has a negative and significant effect on employee performance. Simultaneously, competence and workload were found to have a significant influence on employee performance. The Adjusted R Square value of 0.771 indicates that 77.1% of the variation in employee performance can be explained by competence and workload, while the remaining 22.9% is attributable to other factors not included in the research model. These findings suggest that enhancing employee competence through continuous human resource development programs and implementing a balanced workload management system are essential strategies for improving employee performance within the Inspectorate of Lampung Province.

Keywords: Competence, Workload, Employee Performance, Human Resource Management, Inspectorate of Lampung Province.

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INTRODUCTION

Human resources are strategic assets that determine an organization's ability to achieve its objectives, particularly in public sector institutions responsible for delivering quality public services and ensuring good governance(Gutierrez-Gutierrez et al., 2018). The effectiveness of government administration is largely influenced by the performance of its employees in carrying out organizational duties and responsibilities. Consequently, improving employee performance has become a primary concern in human resource management because it directly affects organizational effectiveness, efficiency, and accountability. Employee performance is not solely determined by individual capability but is also influenced by several organizational factors, particularly competence and workload (Ahammad et al., 2019).

Competence refers to the combination of knowledge, skills, and attitudes that enables employees to perform their duties effectively in accordance with organizational standards. Employees with high levels of competence are generally more capable of adapting to organizational changes, utilizing information technology, and completing tasks accurately and efficiently (Soares et al., 2019). Conversely, inadequate competence may hinder work processes, increase the likelihood of errors, and reduce the quality of work outcomes. In today's digital era, the ability to operate information systems and administrative applications has become an essential competency for public employees to ensure effective job performance(Strauti et al., 2018).

In addition to competence, workload is another important factor influencing employee performance. An excessive workload may create physical and psychological pressure, reduce concentration, increase work fatigue, and ultimately decrease productivity. Conversely, a well-balanced workload that matches employees' capabilities can promote a more effective working environment and facilitate the achievement of organizational goals (Thuda et al., 2019). Therefore, organizations should manage workload appropriately to ensure that employees can perform their responsibilities efficiently without compromising the quality of their work.

The Inspectorate of Lampung Province, as the Government Internal Supervisory Apparatus (APIP), plays a strategic role in conducting internal audits, reviews, evaluations, monitoring activities, and other supervisory functions within the provincial government. The complexity of these responsibilities requires competent human resources who are capable of performing professionally in a dynamic work environment. However, several practical challenges continue to hinder optimal employee performance. Some employees have not yet fully mastered the information systems and administrative applications required to support supervisory activities.

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This situation reduces work efficiency and increases the potential for errors in data processing and reporting.

Furthermore, the use of multiple administrative applications that are not fully integrated requires employees to repeatedly input identical data into different systems. This condition increases workload, reduces administrative efficiency, and may delay task completion. In addition to their primary responsibilities, employees are frequently assigned additional duties beyond their formal job descriptions. Such an imbalance in workload distribution may lead to work fatigue, reduced concentration, and lower quality and quantity of work outcomes.

Previous empirical studies have consistently reported that competence has a positive effect on employee performance, whereas excessive workload tends to have a negative impact on work productivity. Nevertheless, differences in organizational characteristics, work environments, and job complexity indicate that previous findings cannot always be generalized across all public institutions. As a government internal supervisory agency, the Inspectorate of Lampung Province operates within a unique organizational context characterized by high demands for accountability, timeliness, and technological proficiency. Therefore, further empirical investigation is necessary to examine the factors influencing employee performance within this institution.

Based on these considerations, this study aims to examine the influence of competence and workload on employee performance at the Inspectorate of Lampung Province, both individually and simultaneously. The findings are expected to contribute to the development of human resource management literature, particularly regarding the relationships among competence, workload, and employee performance in the public sector. Furthermore, the results are expected to provide practical recommendations for the Inspectorate of Lampung Province in formulating policies related to competency development, work system improvement, and workload management to enhance organizational performance sustainably.

LITERATUR REVIEW

Employee Perfomance

Employee performance is one of the key factors that determines an organization's success in achieving its established objectives. In public sector organizations, performance is not only interpreted as the work outcomes achieved by employees but also reflects the ability of public servants to deliver high-quality, accountable, effective, and efficient public services. High employee performance enhances organizational productivity, accelerates the achievement of

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strategic goals, and strengthens public trust in government administration (Tuffaha, 2020). Therefore, performance management has become an essential component of human resource management, particularly in government institutions that are expected to provide professional and responsive public services.

According to Geelmaale, (2019) employee performance refers to the quality and quantity of work accomplished by an employee in carrying out responsibilities assigned by the organization. Employee performance is influenced by individual abilities, work motivation, experience, the work environment, and organizational support. This perspective indicates that performance achievement depends not only on employees' technical capabilities but also on various internal and external factors that facilitate the successful completion of assigned tasks.

Emmanuel & Nwuzor, (2021) defines performance as the result of work execution that is closely related to organizational goals, customer satisfaction, and organizational value creation. Similarly, Alefari et al., (2020) argue that performance is a function of three primary components: ability, motivation, and opportunity. These three elements must work together harmoniously to produce optimal performance. Employees with excellent abilities may still demonstrate poor performance if they lack motivation or are not provided with sufficient opportunities to perform effectively.

From a public administration perspective, employee performance serves as an important indicator of bureaucratic reform because it directly affects the effectiveness of government administration (Mardhotillah et al., 2021). Public employees are expected to perform their duties professionally, maintain accountability and transparency, and demonstrate strong result-oriented behavior. Consequently, organizations should establish supportive working environments through competency development, career advancement opportunities, fair reward systems, and objective performance evaluation mechanisms to encourage employees to contribute optimally toward organizational success (Syahreza et al., 2017).

In this study, employee performance is measured using five indicators: work quality, timeliness, work effectiveness, responsibility, and teamwork. These indicators reflect employees' ability to complete assigned tasks according to organizational standards, utilize time and organizational resources efficiently, demonstrate responsibility toward their duties, and collaborate effectively with colleagues to achieve organizational objectives (Johari et al., 2019).

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Competence

Competence refers to the underlying characteristics possessed by an individual that enable the effective performance of job responsibilities in accordance with organizational standards. In today's public sector environment, competence has become a strategic organizational asset because employees are expected to possess not only technical expertise but also managerial capabilities, interpersonal skills, ethical values, and the ability to adapt to rapid technological and organizational changes. The higher the competence of employees, the greater the organization's capacity to achieve its strategic objectives effectively and sustainably (Habiburrahman et al., 2022). According to Spencer and Spencer (2020), competence is an underlying characteristic of an individual that is causally related to superior performance in a particular job or situation. Competence consists of five fundamental dimensions: motives, traits, self-concept, knowledge, and skills. These characteristics influence employee behavior and determine how effectively individuals perform their assigned duties. Employees possessing strong competencies generally demonstrate higher levels of productivity, adaptability, and problem-solving ability compared to those with lower competency levels (Barusman, 2019).

According to Škrinjarić, (2022)petence is an integration of knowledge, skills, values, attitudes, and work experience that is reflected in observable and measurable work behaviors, enabling individuals to perform their duties effectively and efficiently in accordance with organizational standards. Competence encompasses both hard skills, such as technical expertise, professional knowledge, and job-specific abilities, and soft skills, including communication, leadership, teamwork, adaptability, problem-solving, and critical thinking, all of which are essential for responding to organizational challenges and achieving high levels of performance (Strauti et al., 2018). As a strategic organizational resource, competence contributes not only to improving employee productivity and work quality but also to enhancing innovation, decision-making, and organizational competitiveness. Therefore, competency development should be viewed as a continuous process supported through formal education, professional training, certification, coaching, mentoring, job rotation, and practical work experience, enabling employees to continuously strengthen their capabilities, adapt to changing work environments, and consistently contribute to the achievement of organizational goals (Gouveia & Varajão, 2019).

(Putri & Ardini, 2025) emphasizes that competence is one of the primary determinants of employee success in performing organizational tasks. Employees with higher competence tend to understand their responsibilities more thoroughly, make more accurate decisions, solve work-related problems effectively, and adapt more easily to organizational changes. Conversely,

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inadequate competence may result in poor work quality, reduced productivity, decision-making errors, and lower service quality delivered to stakeholders. Within the Inspectorate of Lampung Province, employee competence plays a critical role because internal government supervision requires analytical thinking, auditing skills, regulatory knowledge, communication abilities, objectivity, and professional integrity. Competent employees are more capable of conducting supervisory functions effectively, objectively, and accountably, thereby improving organizational governance and strengthening public accountability. This study measures competence using five indicators: knowledge, skills, work attitude, self-concept, and personal traits. These indicators collectively represent employees' capability to perform their duties professionally while meeting organizational expectations and achieving superior work performance (Rakatama & Chaerudin, 2021).

Workload

Workload refers to the amount of work responsibilities assigned to employees within a specific period, taking into consideration their physical and mental capacities. In human resource management, workload analysis is widely used to determine staffing requirements, allocate tasks appropriately, evaluate organizational efficiency, and maintain employee productivity(Zhong & Deng, 2023). Proper workload management contributes to improved organizational performance, whereas excessive or disproportionate workload may lead to fatigue, work stress, decreased productivity, and reduced quality of work outcomes.

Siswanto et al., (2019) defines workload as the total amount of activities that employees must complete within a certain period based on their physical and mental capabilities. Workload is influenced by several factors, including the volume of work, task complexity, completion deadlines, working conditions, and employees' competencies. As work demands increase without corresponding organizational support, employees are more likely to experience reduced effectiveness and lower performance.

According to Prabawatii, (2019) workload represents the interaction between job demands and employees' capacities to accomplish assigned tasks. Both excessive and insufficient workloads can negatively affect employee performance. Excessively high workloads may cause physical exhaustion, psychological stress, reduced concentration, and an increased likelihood of work-related errors. Conversely, workloads that are too low may reduce employee motivation, productivity, and overall organizational efficiency. Therefore, organizations must maintain an appropriate balance between work demands and employee capabilities.

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Marianto, (2021) further explain that workload refers to the quantity, complexity, and time demands of tasks assigned to employees and is one of the primary sources of occupational stress when it exceeds an individual's capacity. Excessive workload can lead to physical and mental fatigue, psychological strain, reduced concentration, impaired decision-making, and burnout, all of which negatively affect job satisfaction, work motivation, organizational commitment, and overall performance. In addition, employees experiencing disproportionate workloads are more likely to make errors, experience absenteeism, and demonstrate lower productivity, ultimately reducing organizational effectiveness. Conversely, an appropriate and well-balanced workload enables employees to utilize their skills and resources more efficiently, complete tasks accurately and on schedule, maintain their physical and psychological well-being, and deliver higher-quality services(Prabawatii, 2019). Therefore, organizations should continuously evaluate and distribute workloads according to employees' competencies, available resources, and job responsibilities to improve individual performance, enhance organizational productivity, and foster a healthier and more sustainable work environment.

Within the Inspectorate of Lampung Province, employees are responsible for conducting audits, reviews, evaluations, monitoring activities, special investigations, and providing guidance to regional government agencies (Zhong & Deng, 2023). These responsibilities involve considerable complexity and require balanced workload management to ensure employees can perform supervisory duties effectively without experiencing excessive physical or psychological strain. Appropriate workload allocation based on employee competence is therefore essential for sustaining productivity and achieving organizational objectives. In this study, workload is measured using five indicators: workload quantity, working time, task complexity, work pressure, and mental workload. These indicators are employed to assess employees' perceptions of work demands in terms of task volume, job complexity, time constraints, work-related pressure, and psychological burden encountered while performing their responsibilities.

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Framework

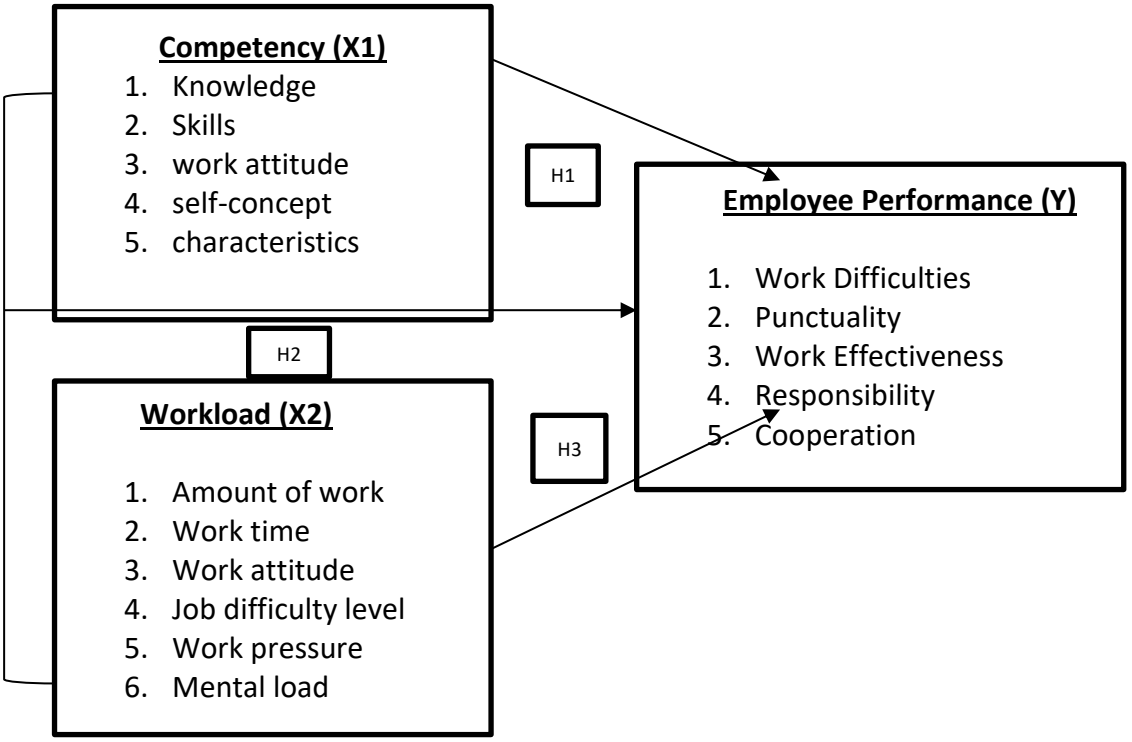


Figure 1. Framework

REASEARCH METHODS

This study employed a quantitative approach using an explanatory research design to examine the influence of competence and workload on employee performance at the Inspectorate of Lampung Province. A quantitative approach was selected because it enables the measurement of relationships among variables through numerical data analyzed using statistical techniques (Dhall, 2019). The explanatory design was applied to investigate the causal relationship between the independent variables, namely competence and workload, and the dependent variable, employee performance. Multiple linear regression analysis was performed using IBM SPSS Statistics version 25 to determine both the partial and simultaneous effects of the independent variables on employee performance. The research was conducted at the Inspectorate of Lampung Province, a regional government institution responsible for carrying out the functions of the Government Internal Supervisory Apparatus (APIP). The research site was

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selected because of its strategic role in government oversight and the complexity of its work processes, making it highly relevant to the variables investigated in this study.

The study population consisted of all employees working within the Inspector Assistant units of the Inspectorate of Lampung Province, totaling 95 employees. Because the population size was relatively small, a census (total sampling) technique was employed, whereby all members of the population were included as research respondents. Consequently, the final sample comprised 95 employees representing five Inspector Assistant (Irban) units. The use of a census approach was intended to provide comprehensive empirical evidence regarding the effects of competence and workload on employee performance within the organization.

The study utilized both primary and secondary data sources. Primary data were collected through a structured questionnaire distributed to all respondents using a five-point Likert scale ranging from *strongly disagree* to *strongly agree*. The questionnaire items were developed based on the indicators of each research variable, namely competence, workload, and employee performance. Secondary data were obtained from internal documents of the Inspectorate of Lampung Province, organizational records, employee data, and relevant academic literature. Prior to data analysis, the research instrument was tested for validity using the Corrected Item–Total Correlation method and for reliability using Cronbach's Alpha to ensure that the measurement instrument was both valid and reliable.

Table 1. Operational definition of variables

Variable Types	Variable	Operational Definition	Indicator	measuring instrument	Scale
Independen (X1)	Competence (X1)	Competence is an employee's ability which includes knowledge, skills, work attitudes and personal characteristics in carrying out tasks. and responsibilities effectively and efficiently.	1. Knowledge 2. Skills 3. Work Attitude 4. Self-Concept 5. Personal Characteristics (Traits)	Questionnaire	Likert Scale

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Variable Types	Variable	Operational Definition	Indicator	measuring instrument	Scale
Independent (X2)	Workload (X2)	Workload is a number of tasks or jobs that an employee must complete within a certain period of time which can affect the employee's physical and mental condition.	1. Amount of Work 2. Working Hours 3. Level of Work Difficulty 4. 4Work Pressure 5. Mental Load	Questionnaire	Likert Scale
Dependent(Y)	Employee Perfomance (Y)	Employee performance is the work results achieved by employees in carrying out their duties and responsibilities in accordance with the standards set by the organization.	1. Work Quality 2. Punctuality 3. Work Effectiveness 4. Responsibility 5. Cooperation	Questionnaire	Likert Scale

Source: Processed data, 2026

The independent variables examined in this study were competence and workload, while employee performance was treated as the dependent variable. Competence was conceptualized as an employee's capability to perform job responsibilities effectively and was measured using five dimensions: knowledge, skills, work attitude, self-concept, and personal traits. These dimensions reflect employees' understanding of their duties, technical and interpersonal abilities, professional attitudes, confidence in carrying out assigned tasks, and individual characteristics

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that support effective job performance. Workload was assessed through five indicators, namely the amount of work, working time, task difficulty, work pressure, and mental workload, which collectively represent both the quantitative and qualitative demands placed on employees in completing their responsibilities. Meanwhile, employee performance was evaluated using five key indicators: work quality, timeliness, work effectiveness, responsibility, and teamwork, reflecting employees' ability to achieve organizational objectives efficiently while maintaining high standards of performance and collaboration. All variables were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to ensure a consistent and standardized assessment of respondents' perceptions.

Data analysis began with descriptive statistical analysis to summarize respondents' characteristics and describe their responses to each research variable. Subsequently, classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to ensure that the regression model satisfied the required statistical assumptions. Hypothesis testing was then performed using the t-test to examine the partial effect of each independent variable, the F-test to evaluate their simultaneous effect, and the coefficient of determination (R^2) to assess the model's explanatory power. All statistical analyses were conducted using IBM SPSS Statistics version 25 at a 5% significance level, providing empirical evidence regarding the influence of competence and workload on employee performance at the Inspectorate of Lampung Province.

RESULT AND DISCUCCION

Validity Test

Table 2. Results of Instrument Validity Test at Level α = 0.05.

Variable	Indicator	R Value	Description
Competence (X_1)	$X_{1.1}$	0,934	Valid
	$X_{1.2}$	0,937	Valid
	$X_{1.3}$	0,944	Valid
	$X_{1.4}$	0,901	Valid
	$X_{1.5}$	0,914	Valid
Workload (X_2)	$X_{2.1}$	0,924	Valid
	$X_{2.2}$	0,891	Valid
	$X_{2.3}$	0,906	Valid
	$X_{2.4}$	0,770	Valid

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	$X_{2.5}$	0,760	Valid
Employee Perfomance (Y)	$Y_{1.1}$	0,902	Valid
	$Y_{1.2}$	0,907	Valid
	$Y_{1.3}$	0,891	Valid
	$Y_{1.4}$	0,799	Valid
	$Y_{1.5}$	0,763	Valid

Source: Processed data, 2026

The validity test results indicate that all indicators for each variable have validity coefficients exceeding the minimum threshold of 0.30. These findings demonstrate that every questionnaire item is capable of accurately measuring the intended construct. Therefore, the research instrument is considered valid and appropriate for data collection.

Reliability Test

Table 2. Results of Instrument Reliability Test at Level α = 0.05

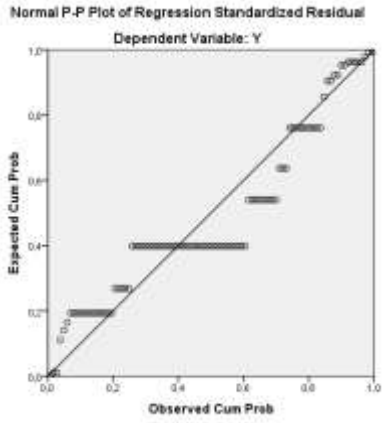
Variable	Cronbac'h Alpha	Description
Competence (X_1)	0,830	Reliable
Workload (X_2)	0,817	Reliable
Employee Perfomance (Y)	0,819	Reliable

Source: Processed data, 2026

The reliability test results indicate that all indicators used to measure each research variable have coefficient values greater than 0.70. Therefore, the research instrument is considered reliable and suitable for data collection at a 95% confidence level (α = 0.05).

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Normality Test



Source: Processed data, 2026

Based on the Normal P–P Plot of Regression Standardized Residuals, the residuals are generally distributed along the diagonal line, with only minor deviations that do not indicate substantial departures from normality. Therefore, the residuals can be considered normally distributed, confirming that the normality assumption of the regression model has been satisfied.

Coefficient of Determination (R Square)

Table 3. The results of the analysis of the correlation coefficient (R) and determination (R Square)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,881[a]	,776	,771	,37840	,776	159,106	2	92	,000
a. Predictors: (Constant), X2, X1									
b. Dependent Variable: Y									

Source: Processed data, 2026

The analysis results show that the R Square value is 0.776, indicating that 77.6% of the variation in employee performance at the Inspectorate of Lampung Province can be explained by the variables of competence and workload, while the remaining 22.4% is influenced by other

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factors outside the scope of this research model. Furthermore, the correlation coefficient (R) of 0.881 indicates a strong positive relationship between competence, workload, and employee performance, suggesting that improvements in competence and the effective management of workload are associated with higher levels of employee performance. In addition, the Adjusted R Square value of 0.771 demonstrates that, after adjusting for the number of independent variables included in the model, the regression model is still able to explain 77.1% of the variation in employee performance. These findings indicate that the proposed regression model has strong explanatory power, confirming that competence and workload are important determinants of employee performance at the Inspectorate of Lampung Province.

Multiple Linear Analysis

Table 4. Multiple Linear Analysis Test Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,678	,210		3,229	,002
	X1	,655	,070	,683	9,417	,000
	X2	-,205	,062	-,239	-3,291	,001
a. Dependent Variable: Y						

Source: Processed data, 2026

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 0{,}678 + 0{,}655X_1 - 0{,}205X_2 + e$$

a. The constant value of 0.678 indicates that when the variables of competence and workload are assumed to remain constant, employee performance has a baseline value of 0.678.
b. The regression coefficient for competence (X_1) is 0.655, indicating that a one-unit increase in competence will increase employee performance by 0.655. The positive coefficient suggests that higher levels of competence are associated with improved employee performance.
c. The regression coefficient for workload (X_2) is −0.205, indicating that a one-unit increase in workload is associated with a 0.205 decrease in employee performance. The negative

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coefficient implies that excessive workload may reduce employee performance, whereas a workload that is aligned with employees' capacity can contribute to better performance.

d. Based on the regression coefficients, competence (0.655) has a greater influence on employee performance than workload (−0.205). This finding indicates that competence is the more dominant factor in improving employee performance.

t-Statistic Test (Partial)

1. The first hypothesis proposed that competence has a positive and significant effect on employee performance at the Inspectorate of Lampung Province. The regression analysis produced a significance value of 0.000 (< 0.05), indicating that competence has a positive and statistically significant effect on employee performance. Therefore, the first hypothesis was accepted.
2. The second hypothesis proposed that workload has a negative and significant effect on employee performance at the Inspectorate of Lampung Province. The analysis yielded a significance value of 0.001 (< 0.05), with a negative regression coefficient, indicating that workload has a negative and statistically significant effect on employee performance. Accordingly, the second hypothesis was accepted.

f-Statistic Test (Simultaneous)

Table 5. f-Statistic Test Results (Simultaneous)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45,564	2	22,782	159,106	,000[b]
	Residual	13,173	92	,143		
	Total	58,737	94			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: Processed data, 2026

The simultaneous test results indicate that the calculated F-value of 159.106 is greater than the critical F-value of 3.092, with a significance value of 0.000, which is lower than the 0.05 significance level. These findings demonstrate that competence and workload simultaneously have a positive and statistically significant effect on employee performance at the Inspectorate of

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Lampung Province.

DISCUSSION

The Effect of Competence on Employee Performance

The hypothesis testing results demonstrate that competence has a positive and statistically significant effect on employee performance at the Inspectorate of Lampung Province. These findings indicate that improvements in employee competence are associated with higher levels of performance. Yurosma et al., (2021) competence represents a combination of knowledge, skills, and work attitudes that enables employees to perform their duties effectively. Similarly, Silantra et al., (2020) argues that competence is an individual's fundamental characteristic that supports effective job performance. Accordingly, this study measures competence through five indicators: knowledge, skills, work attitude, self-concept, and personal characteristics. The descriptive analysis shows that all competence indicators were rated in the good category, although personal characteristics received the lowest score among the indicators. Overall, the findings suggest that employees possess adequate capabilities, are able to adapt to changes in the work environment, and continuously improve the knowledge and skills required to perform their responsibilities effectively.

Strong employee competence contributes significantly to improved performance in terms of work quality, timeliness, effectiveness, responsibility, and teamwork. The descriptive findings indicate that all employee performance indicators fall within the good category, although teamwork received the lowest evaluation compared with the other dimensions. These results suggest that employees are generally able to complete their work according to established standards, utilize organizational resources efficiently, meet work deadlines, and demonstrate a high level of responsibility in carrying out their duties. The findings are consistent with the study conducted by Putra and Hikmah (2023), which concluded that competence has a positive and significant effect on employee performance. Therefore, enhancing employee competence is considered an essential strategy for improving organizational performance and achieving institutional objectives.

The Effect of Workload on Employee Performance

The findings of this study indicate that workload has a negative and statistically significant effect on employee performance at the Inspectorate of Lampung Province. This suggests that an excessive workload exceeding employees' capacity tends to reduce their performance, whereas a

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balanced workload contributes to improved productivity. Excessive workload may lead to physical and mental fatigue, reduce employees' concentration, and increase the likelihood of errors in completing assigned tasks. Furthermore, pressure to meet work targets and strict deadlines may create job stress, which can diminish employees' motivation, enthusiasm, and job satisfaction. Therefore, assigning workloads that are proportional to employees' capabilities is essential for achieving optimal organizational performance (Andriana et al., 2019).

These findings are consistent with the theory proposed by Robbins and Judge (2021), who argue that workload represents job demands that should be aligned with employees' capabilities to prevent work-related stress. In this study, workload was measured using five indicators: workload quantity, working time, task difficulty, work pressure, and mental workload, while employee performance was assessed through work quality, timeliness, work effectiveness, responsibility, and teamwork. The descriptive analysis revealed that both workload and employee performance were perceived as being at a good level, although teamwork and working time received relatively lower ratings than the other indicators. These results are consistent with previous studies conducted by Sari and Nugroho (2021), Putra et al. (2022), and Wa Yuyun et al. (2024), which concluded that excessive workload tends to reduce employee performance. Accordingly, organizations should manage workload distribution appropriately and ensure the availability of adequate resources to maintain and improve employee performance.

The Influence of Competence and Workload on Employee Performance

These findings indicate that improving employees' competencies while maintaining an appropriate workload can effectively enhance their performance. Competence encompasses a combination of knowledge, skills, work attitudes, self-concept, and personal characteristics that enable employees to perform their duties effectively, whereas workload refers to the demands of work that must be completed in accordance with an employee's capacity (Meidawati & Assidiqi, 2019). The descriptive analysis further revealed that both competence and workload were perceived positively by respondents, indicating that these variables play an essential role in supporting effective job performance within the Inspectorate of Lampung Province.

Employee performance in this study was assessed through work quality, timeliness, work effectiveness, responsibility, and teamwork, all of which were rated positively by the respondents. The multiple linear regression analysis confirmed that the combination of adequate competence and appropriate workload management significantly contributes to improving employee performance. These findings are consistent with the views of Wibowo (2021), Robbins and Judge

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(2021), and Mangkunegara (2021), who argue that employee performance is influenced by individual ability, motivation, opportunity, and supportive working conditions. Furthermore, the results are in line with the study conducted by Setiawan (2024), which concluded that competence and workload jointly exert a significant influence on employee performance.

CONCLUSION

1. Competence has a positive and significant effect on employee performance at the Inspectorate of Lampung Province. This finding indicates that improvements in employees' knowledge, skills, and work attitudes contribute to enhanced performance, meaning that higher levels of competence are associated with better employee performance.
2. Workload has a negative and significant effect on employee performance at the Inspectorate of Lampung Province. This result suggests that excessive workload tends to reduce employee performance, whereas a workload that is aligned with employees' abilities and capacities supports more optimal performance.
3. Competence and workload jointly have a positive and significant effect on employee performance at the Inspectorate of Lampung Province. These findings indicate that improving employee competence while managing workload appropriately can make a substantial contribution to enhancing employee performance.

IMPLICATION

The findings of this study have several important implications for practice, academia, and future research. From a practical perspective, the results demonstrate that competence and workload are key determinants of employee performance at the Inspectorate of Lampung Province. Therefore, the organization should enhance employee competencies through continuous education, training, professional certification, and human resource development programs while regularly evaluating and balancing workload distribution to ensure that job assignments align with employees' capabilities and responsibilities, thereby improving supervisory effectiveness and overall organizational performance. Academically, this study contributes to the development of knowledge in the fields of human resource management and public sector management by providing empirical evidence on the influence of competence and workload on employee performance, serving as a valuable reference for students, academics, and researchers seeking to expand theoretical and empirical understanding of employee performance. Furthermore, the findings offer a foundation for future research by encouraging scholars to

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examine additional determinants of employee performance, such as work motivation, leadership, organizational culture, job satisfaction, work discipline, work environment, and organizational commitment. Future studies are also recommended to include larger sample sizes, investigate different organizational settings, and employ qualitative or mixed-methods approaches to produce more comprehensive findings and enhance the generalizability of the research outcomes.

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