

The Role of Job Competency Among Workload, Environment, and Compensation on Performance (A Study of the Social Service, Women's Empowerment, and Child Protection Office, Kulon Progo Regency, Indonesia)

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Abstract

This study investigates the role of job competency as a mediating variable in the relationship between workload, work environment, compensation, and employee performance. Conducted at the Social Service for Women's Empowerment and Child Protection in Kulon Progo Regency, Indonesia, the research addresses a critical gap in understanding how internal factors influence performance within public social services. Using a census method, data were collected from 139 employees and analyzed using Structural Equation Modelling (SEM) with AMOS 22. The findings reveal that workload, work environment, and compensation each have a positive and significant direct effect on both employee competency and performance. Furthermore, work competency demonstrates a significant positive effect on performance and serves as a crucial partial mediator in the relationships between the exogenous variables and employee performance. These results imply that strategic investments in competency development can amplify the positive effects of manageable workloads, supportive environments, and fair compensation on overall performance.

Keywords : Workload; Work Environment; Compensation, Competency; Employee Performance and Indonesia.

INTRODUCTION

The social services agency (SDA) is heavily involved in addressing social issues, women's empowerment, and child protection, including providing services to children categorized as abandoned orphans, neglected children, victims of domestic violence (KDRT), and child care for victims of human trafficking. Assessments of employee performance at the SDA, particularly in Kulon Progo Regency, however, showed in un-performance. Not all employees encountered in the field possess the competency to educate the community on how to access targeted assistance from the SDA. Furthermore, the high work volume requires employees to work overtime daily to complete their work. The SDA's work environment provides insufficient support, as employees perceive inadequate facilities and compensation (Zuliyanti, 2023).

Previous researches demonstrated a significant influence of workload, work environment, and compensation on employee competency and performance (Cahyaningtyas and Santosa, 2021; Fitra *et al.*, 2022; Hutabarat *et al.*, 2023). The influence of workload on competence according to Dhelvia (2018) employees who worked overtime making employees more diligent, skilled, and agile in improving their competency, so that the workload triggered an increase in competency. The influence of the work environment on competence, according to the results of Cahyaningtyas and Santosa (2021), explained that a good work environment would certainly be able to support employee competency. While according to Saman (2020) explained that compensation would encourage increased productivity that develop competency. However, the influence of workload on performance according to Ohorela (2021) explained that workload had a positive and significant effect on employee performance. Based on the results of the analysis in this study, it was also found that workload

had a strong relationship with employee performance, where workload contributed to employee performance by 69%. The influence of the work environment on performance was further demonstrated by Sedarmayanti (2017) who stated that "the work environment is all the tools and materials faced, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and as a group." With sophisticated and modern tools provided to employees, they could utilize them optimally and support their performance. According to Pitoy et al. (2020), employee compensation was enhanced through training and development provided to employees to enable them to perform work tasks optimally and obey procedures. Meanwhile, competency played a significant role in improving performance (Krisnawati and Bagia, 2021).

The urgency of this research is therefore high. Without a clear understanding of how competency mediates these relationships, the Social Service in Kulon Progo may continue to invest in isolated interventions such as increasing compensation or reducing workload without addressing the core competency gaps that hinder performance. The suboptimal performance observed by Zuliyanti (2023) could lead to failures in child protection, inadequate support for domestic violence victims, and inefficient use of public funds. This study provides timely, evidence-based insights to guide managerial and policy interventions aimed at improving both employee well-being and service outcomes.

The novelty of this research lies in several key aspects. First, it proposes and tests an original conceptual model where work competency serves as an intervening variable between three exogenous variables (workload, work environment, compensation) and the endogenous variable of employee performance within a single, unified framework. Second, the research is conducted in a unique and under-researched setting: a public social service agency focused on women's empowerment and child protection in a regency-level government in Indonesia. Third, it employs a census method with all 139 employees, ensuring comprehensive representation, and uses advanced SEM analysis to rigorously test the proposed pathways. This combination of context, model, and method is novel in the existing literature.

The objective of the study. In line with organizational efforts to improve performance, which focus on aspects of workload, work environment, and compensation, both employee competency and performance were rarely studied. Hence, the purpose of this study was to determine the role of competency as an intervening variable in the relationship between workload, work environment, and compensation to employee performance specifically within the Social Service for Women's Empowerment and Child Protection of Kulon Progo Regency, Yogyakarta Special Region.

RESEARCH METHODS

Variables

The exogenous variables consisted of workload, work environment, and compensation. The endogenous variable was employee performance, and the mediator was employee competency. The location of this research was in the Social Service for Women's Empowerment and Child Protection of Kulon Progo Regency. Each variable was measured by indicators, as shown in Table 1.

Table 1. Variable Indicators

No	Variables	Indicators
1.	Work Load (Munandar (2014) (Nimah And Siswanto,2014)	1.1 Work demands have an impact on health problems 1.2 The resulting working conditions cause employees to experience mental depression. 1.3 Insufficient work completion time target 1.4 The cost burden in carrying out the work is not appropriate or is too large 1.5 The volume of work is too large
2.	Work Environment Sedarmayanti (2017) (Sunyoto,2015)	2.1 Conducive work environment 2.2 The workplace equipment environment supports 2.3 The existence of facilities and infrastructure to support work completion 2.4 The relationship between employee ranks is harmonious 2.5 Teamwork supports work
3.	Compensation (Nelwan, <i>et al.</i> , 2019)	3.1 Salary commensurate with position 3.2 Salary commensurate with authority and responsibility 3.3 Fair incentives provided 3.4 Additional income in line with expectations 3.5 Holiday allowances provided
4.	Competency Marta Inova Dan Ratna Dwi Jayanti (2029)	4.1 Ability to perform both physical and manual tasks to complete work. Sufficient knowledge or information in specific fields to enhance work effectiveness. Possess a professional attitude, values, and self-image. Possess motivation that drives, directs, and selects behavior toward professional activities or goals. Possess consistent physical characteristics and positive responses to various situations or information. Quality work produces complete benefits. Optimizes utilization of all resources to support work. Completes work on time. Consistently effective in carrying out work. Can perform work functions without seeking guidance from supervisors.
	(Wibowo,2016, Pitoy,2021)	4.2 Sufficient knowledge or information in specific fields to enhance 4.3 work effectiveness. 4.4 Possess a professional attitude, values, and self-image. 4.5 Possess motivation that drives, directs, and selects behaviour toward
5.	Work Performance Robbins (2017 (Robbin,2017)	5.1 Professional activities or goals 5.2 Possess consistent physical characteristics and positive responses to various information. 5.3 Optimizes utilization of all resources to support work. 5.4 Consistently effective in carrying out work 5.5 Can perform work functions without seeking guidance from supervisors.

Data Collection Sources and Techniques

In this research, the data sources used were primary and secondary data. Primary data referred to data obtained directly from the source using an instrument or questionnaire containing a number of structured written questions to obtain information from respondents, both about their personality and other matters of interest. This research used a questionnaire, the list of questions of which was structured in the form of multiple-choice questions. Secondary data was a method of data collection obtained from various library materials,

including books, magazines, journals, and other documents related to the study material. The researchers used this method to request previously documented data. In addition, the researcher also investigated supporting data from relevant institutions and libraries.

Research Population

According to Sugiyono (2008), a population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was 139 employees of the Social Services, Women's Empowerment, and Child Protection Department of Kulon Progo Regency. In this study, the researchers use a census method, with all 139 employees as respondents. This was done because the population size was relatively small. The following employee data was in Table 2.

Table 2. Number of Employees

No	Organization	Amount
1	ASN	38
2	Non ASN	13
3	KPKD	88
	Total	139

Source: Social Department Kulon Progo tahun 2022

Validity, Reliability and Analysis Testing

Before conducting the data influence analysis from the research results, a validity and reliability analysis was conducted. The quality of the research data used in the testing significantly determined the accuracy of the relationship analysis results. Research data would be useless if the measuring instrument used lacks high validity and reliability. Therefore, testing the validity and reliability of the measuring instrument was crucial. After collecting the data using questionnaires and secondary data, several processing steps were carried out on the data. These steps included data editing, data entry, and data analysis. The IBM AMOS 22 software package was used to process the data from this research.

RESULTS AND DISCUSSION

Validity And Reliability Analysis

The instrument quality test was conducted to determine whether the research instrument met the criteria for validity and reliability. In this study, there were 25 lists of statements representing each variable with 139 respondents using the AMOS version 22 application. The results obtained from testing the quality of the instrument with the validity and reliability test CFA with AMOS version 22 could be seen in table 3. For the formal data validity test using AMOS version 22 from the entire list of questions representing each variable tested. According to Ghazali (2017), the data was said to be valid if the factor loading value is > 0.5 . The results of the validity test in table 3. showed that all question indicators representing 5 variables were declared valid with a value of > 0.5 . Ghazali (2017) stated that the test results were said to be reliable if they had a construct reliability value of > 0.7 . The results of this test indicated that the C.R value for each variable was greater than 0.7. Based on these results, it

could be concluded that the entire research instrument was reliable so it could be used in this study.

Table 3. Validity And Reliability

Variables	Items	Factor Loading	Construct Reliability
Work Load	BK1	0.766	0.881
	BK2	0.744	
	BK3	0.805	
	BK4	0.708	
	BK5	0.837	
Work Environment	LK1	0.814	0.907
	LK2	0.735	
	LK3	0.794	
	LK4	0.889	
	LK5	0.831	
Compansation	KO1	0.718	0.872
	KO2	0.728	
	KO3	0.769	
	KO4	0.732	
	KO5	0.849	
Competency	KM1	0,761	0.862
	KM2	0.691	
	KM3	0,656	
	KM4	0,804	
	KM5	0,807	
Performance	KK1	0.638	0.811
	KK2	0.556	
	KK3	0.721	
	KK4	0.685	
	KK5	0.787	

Source: Primart Data, 2022

Research Model Analysis

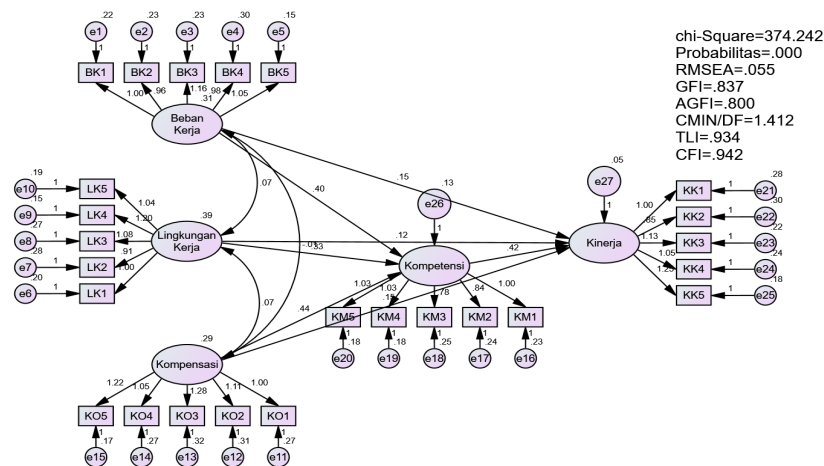
Table 4 showed a positive degree of freedom. The CMIN/DF result in this study was 1.412, indicating a good fit for the research model. The Goodness of Fit Index (GFI) indicated the overall level of model fit, calculated from the squared residuals of the predicted model compared to the actual data. The GFI value for this model was 0.837. A value close to the recommended level (≥ 0.90) indicated a poor fit for the research model. The TLI was a goodness-of-fit index that was less affected by sample size. The TLI value in this study was 0.934, with a recommended value of ≥ 0.90 , indicating a good fit for the research model. The CFI is an index that is relatively insensitive to sample size and model complexity. The CFI value in this study was 0.942 with a recommended value of ≥ 0.90 , indicating a fit research model. RMSEA was an index used to compensate for the chi-square value in large samples. The RMSEA value in this study was 0.055 with a recommended value of ≤ 0.08 , indicating a fit research model. Based on the overall goodness of fit measurement, it indicated that the model proposed in this study was accepted.

Table 4. Computation of degrees of freedom (Default model)

<i>Number of distinct sample moments:</i>	325
<i>Number of distinct parameters to be estimated:</i>	60
<i>Degrees of freedom (325 - 60):</i>	265

Table 5. Goodness of Fit

Goodness of Fit Index	Cut-off value	Model	Outcome
Significance Probability (p)	≥ 0.05	0.000	Marginal Fit
CMIN/DF	< 2.000	1.412	Fit
GFI	≥ 0.90	0.837	Marginal Fit
TLI	≥ 0.90	0.934	Fit
CFI	≥ 0.90	0.942	Fit
RMSEA	≤ 0.08	0.055	Fit

**Figure 1** Research Model

Respondent Data Description Analysis

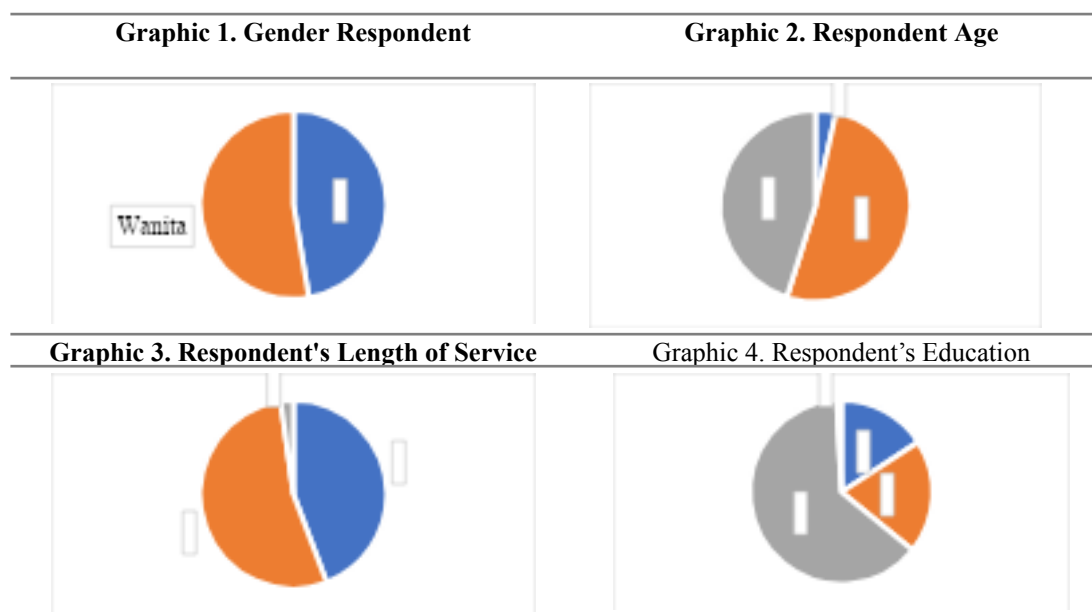
A summary of respondents' responses regarding the gender of employees at the Social Service, Women's Empowerment, and Child Protection of Kulon Progo Regency was shown in graph 1, indicating that the respondents' responses in this study were predominantly female, at 52.63%. It could be concluded that the majority of employees at the Social Service, Women's Empowerment, and Child Protection of Kulon Progo Regency were female.

A summary of respondents' responses regarding the age of employees at the Social Service, Women's Empowerment, and Child Protection of Kulon Progo Regency was shown in graph 2, indicating that respondents' responses in this study were predominantly between the ages of 26 and 40, at 51.39. It could be concluded that the majority of employees at the Social Service, Women's Empowerment, and Child Protection of Kulon Progo Regency were young and productive.

A summary of respondents' responses regarding the length of service at the Social Service, Women's Empowerment, and Child Protection of Kulon Progo Regency was shown in graph 3, indicating that respondents' responses in this study were predominantly with 6-14 years of service. It could be concluded that the majority of employees at the Kulon Progo Regency Social Services, Women's Empowerment, and Child Protection Agency were senior employees with extensive experience, extensive experience, and professionalism in their fields.

A summary of respondents' responses regarding employee education at the Kulon Progo Regency Social Services, Women's Empowerment, and Child Protection Agency was shown

in Figure 4, showing that the majority of respondents, 63.33%, had a bachelor's or master's degree.



Variable Influence Analysis and Discussion

The influence analysis test was conducted to address the research objectives of this study, specifically the structural relationships in the model. Data analysis could be seen from the standardized regression weight values, which indicated the influence coefficients between variables in table 7.

The Influence of Workload on Employee Competence and Performance

The test of the relationship between workload and competency showed a probability value of 0.000 ($p < 0.05$), indicated that workload had a significant positive impact on competency. This research was supported by previous research conducted by Dhelvira (2020) and Nimah and Siswanto (2016). The results showed that the workload assigned to employees could influence employee competency. A greater workload led to greater experience in completing their work, thus increasing their competency. The test of the relationship between workload and performance showed a probability value of 0.037 ($p < 0.05$), indicating that the workload received by employees had a significant positive impact on employee performance. This research was supported by previous research conducted by Neksen et al., (2021) and Triyadin and Yusuf (2021). The results showed that a high workload did not lead to a decline in performance ratings. This was evident in the consistent increase in performance appraisal scores each month and year. However, it was undeniable that employees were often required to work overtime.

The Influence of the Work Environment on Employee Competence and Performance

The estimated regression weight coefficient value was 0.334 and the CR value was 4.594. This indicated a significant positive relationship between the work environment and competency. This meant that a better work environment would increase competency. Testing the relationship between these two variables showed a probability value of 0.000 ($p < 0.05$), thus confirming that the work environment had a significant positive effect on employee

competency. This research was supported by previous research conducted by Cahyaningtyas and Santosa (2021). The results showed that a supportive work environment, including company support in the form of physical and non-physical facilities, would improve employee competency. The estimated regression weight coefficient value was 0.122 and the C.R. value was 2.036. This indicated a positive relationship between the work environment and employee performance. This meant that a better work environment would improve employee performance. Testing the relationship between the two variables showed a probability value of 0.042 ($p < 0.05$), thus confirming the conclusion. This research was supported by previous research conducted by Sihalohe And Siregar (2019). The results showed that a better work environment in a company would also improve employee performance.

The Effect of Compensation on Employee Competency and Performance

The estimated regression weight coefficient value was 0.439 and the C.R. value was 4.764. This indicated a positive relationship between compensation and competency. Testing the relationship between these two variables showed a probability value of 0.000 ($p < 0.05$), indicating that compensation had a significant positive effect on employee competency. This research was supported by Indriasari (2018), Budiono and Erlyna (2015), and Nelwan et al., (2019). The results showed that higher compensation increases employees' enthusiasm for improving their work competencies. The estimated parameter value of the regression weight coefficient was 0.154 and the CR value was 2.025, indicating a positive relationship between compensation and employee performance. This means that higher compensation increased employee performance. Testing the relationship between these two variables showed a probability value of 0.043 ($p < 0.05$). This research was supported by previous research conducted by Pitoy et al., (2020). The results showed that as employee compensation increases, employee performance improves.

The Effect of Competence on Employee Performance

The estimated regression weight coefficient value was 0.425 and the CR value was 3.908. This indicated a positive relationship between competence and employee performance. This means that higher competence led to improved employee performance. Testing the relationship between these two variables showed a probability value of 0.000 ($p < 0.05$). This research was supported by previous research conducted by Muslimat (2020) and Nelwan et al., (2019). The results showed that better employee work competence led to improved performance.

The Role of Competency in the Relationship Among Workload, Work Environment, and Compensation on Employee Performance

In the discussion of testing mediation, as conducted by Pratama et al., (2022), the sobel tests were conducted on figure 3-5. The results of the sobel test in the image below showed that all the t-count value were > 1.96 (t-table) and the sig value all were < 0.05 , thus it could be concluded that competency was able to mediate positively.

Table 7. Relationship of the Variables

		Estimate	S.E.	C.R.	P	Significancy
Work Load	□ Competency	0.401	0.087	4.582	0.000	Significant Positives
Work Environment	□ Competency	0.334	0.073	4.594	0.000	Significant Positives
Compensation	□ Competency	0.439	0.092	4.764	0.000	Significant Positives

Work Load	☐ Work Performance	0.148	0.071	2.082	0.037	Significant Positives
Work Environment	☐ Work Performance	0.122	0.060	2.036	0.042	Significant Positives
Compensation	☐ Work Performance	0.154	0.076	2.025	0.043	Significant Positives
Compensation	☐ Work Performance	0.425	0.109	3.908	0.000	Significant Positives

Figure 2. Sobel Test 1 Work Load on Performance Competency as Intervening Variable

Input:		Test statistic:	Std. Error:	p-value:
a	0.401	Sobel test: 2.97682647	0.05725057	0.00291249
b	0.425	Aroian test: 2.93681088	0.05803063	0.00331606
s _a	0.087	Goodman test: 3.01852363	0.05645972	0.0025401
s _b	0.109	Reset all Calculate		

Figure 3. Sobel Test 2 Work Environment on Performance Competency as Intervening Variable

Input:		Test statistic:	Std. Error:	p-value:
a	0.334	Sobel test: 2.96764791	0.04783249	0.00300088
b	0.425	Aroian test: 2.92741941	0.04848981	0.00341788
s _a	0.073	Goodman test: 3.00958178	0.04716602	0.00261608
s _b	0.109	Reset all Calculate		

Figure 4. Sobel Test 3 Compensation on Performance Competency as Intervening Variable

Input:		Test statistic:	Std. Error:	p-value:
a	0.439	Sobel test: 3.01929431	0.06179424	0.00253364
b	0.425	Aroian test: 2.98030621	0.06260263	0.0028796
s _a	0.092	Goodman test: 3.05985369	0.06097514	0.00221445
s _b	0.109	Reset all Calculate		

CONCLUSION

Answering the objective of this study, which was to examine the role of competency as a intervening in the relationship among workload, work environment, and compensation on employee performance, it could be concluded that workload, work environment, and compensation had a significant positive effect on employee competency and performance. Furthermore, competency provided a significant and positive boost to employee performance. The competency variable positively mediated the relationship among workload, work environment, and compensation on employee performance.

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