

Workload, Competency, Work Motivation and Their Effect on Employee Performance at the Small Industrial Clushter of Wood Processed in Madiun Regency

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ABSTRACT

Purpose: This paper aims to explain Workload, Competencies, Work Motivation and Its Effect on Employee Performance at the Small Processed Wood Industrial Center in Madiun Regency.

Design/methodology/approach: Research models with the development of hypotheses are derived based on literature. To provide empirical evidence, researchers conducted a survey, primary data was collected using questionnaire lists, and saturated sampling of 60 employees.

Findings: The results showed that each variable of Workload, Competence, and Work Motivation had a positive and significant effect on Employee Performance at the Processed Wood Small Industrial Center in Madiun Regency.

Practical implications: The implication of the research is to examine the perceptions of 60 employees at the Processed Wood Small Industrial Center in Madiun Regency. The analytical technique used is multiple linear regression.

Originality/value: This paper is original.

Paper type: Is categorized as a research paper.

Keywords: *Workload, Competence, Work Motivation, Employee Performance.*

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I. INTRODUCTION

HR governance will help bridge the gap between employee performance and the organization's strategic goals. The success of an organization depends heavily on the human resources employed, so it is important that the right people are hired for the right roles in the organization such as the processed wood industry business at the Small Industrial Center in Madiun Regency. In Saradan District (4 villages), Kare District (3 villages), Mejayan District (14 villages) many people's wood processing industries stand whose raw materials come from villages in the surrounding villages. Processed wood products in the form of gauze products, concoctions and narrow boards of Redwood. Folk wood that is widely used by IK processed wood is a type of Sengan or Albizzia wood) and commercial Reds include African wood (Khaya antoteka), Acacia (Acacia auriculiformis), Durian (Durio zibethinus), and Jackfruit (Artocarpus heterophyllus). Wood is sold through merchants (middlemen) with sistern purchases through agreements and direct purchases. The size of the wood is 6-24 crn dalarn diameter round shape and 14-24 crn dalarn balken shape with a length of 0.9-3.14m. For round Jeungjing wood. Generally, bookers are housing developers, home building materials, local communities and companies that use sawn wood raw materials in the production process, such as concoctions used as raw materials for beds. The processed wood marketing area includes Madiun Regency and a small part to Surabaya. In the production process, entrepreneurs in this center use machinery and production equipment based on appropriate technology. The labor force used by the company amounts to 3-4 people with a monthly majority wage system. Most of the workforce comes from the local Madiun regency and city.

The results of preliminary research through interviews from several employees who answered the production results of one of them (Bpk.Sukiman) stated that there were still found production results that were not in accordance with customer demand both in terms of size and shape of wood products produced. Therefore, wood that should be sold at a price of Rp. 40,000 per bar must be sold at a price of Rp. 32,000 to Rp. 34,000. This results in losses for companies between 10% to 15% of the production of processed wood that is marketed annually. In addition, the majority of entrepreneurs have not consistently applied standard quality standards for each product result, both the size, shape and quality of product products at the Processed Wood Center.

Referring to the above problems, the company has a good chance to survive and move forward if the problems faced can be overcome with a relatively fast time. Therefore, the company needs to evaluate what factors may cause the problem.

As explained earlier that companies engaged in the production of processed wood, the role of employees is needed by every company to deal with change. This means that if the employees in a company have reliable performance, business performance will be achieved in accordance with business goals (Sedarmayanti, 2017) Yateno, (2020). Employees who have good performance are supported by high employee productivity factors. So that the resulting product will be able to compete with the same product from other companies.

According to Sedarmayanti (2017), there are many factors that affect employee performance. For example, employee workload. If an employee has a workload that is too heavy both judging from the number, quality, and from the complexity of royalizing it, then the employee concerned will be difficult to work well which will eventually have an impact on low employee performance both in terms of quality, number of work and time of work (Sedarmayanti, 2017). Therefore, in order for employees to work hard and comfortably in doing it, the employee's workload must be properly studied and in accordance with the level of ability, as well as the rewards that must be received. According to Tarwaka (2010) the three main factors that determine workload are, 1) Task demand factors, 2) Effort or energy, 3) Performance. Most studies of workloads focus on the level of performance to be achieved.

According to Elizar (2020) explains that the variables of Work Stress and Workload have a significant positive effect on Nurse Performance. While the job satisfaction variable has an insignificant effect on the performance of nurses at Datu Beru Takengon Hospital in Central Aceh. Sudiyanto A. (20202) also explained his findings that simultaneously and partially job satisfaction and workload have a positive and significant effect on the performance of employees in the Banyuasin Manpower and Transmigration Office. However, according to Jalil (2019) that workload variables have a significant negative effect on teacher performance, while work stress and the work environment have a significant positive effect on the performance of MAN 2 teachers in Palu City. This means that there is still a theory gap.

Another factor that can affect employee performance is competence (Spencer & Spencer, 1993). According to Spenser, employees who have a low level of competence mean that employees have relatively inadequate knowledge, a level of technical skills that are not in accordance with the demands of the job being pursued today, have behavior that is not in accordance with the values of the organization in which the employee does his work. As a result, low performance, therefore every company must periodically evaluate the level of competence of every employee who works in the company. In addition, to prevent the placement of employees in a field of work that is not in accordance with their competence, through evaluation activities, it will not happen. Sedarmayanti, (2017) explained unequivocally that relatively high employee turnover will be reduced through employee assignments according to the background of their competence. Therefore Sedarmayanti also explained that for every employee who has low competence, it is necessary to develop or technical training to improve the competence of the employee concerned as an effort to improve their performance.

Furthermore, in maintaining employees who compete in a company according to Sedarmayanti, (2017) revealed that there are several factors that need to be considered that can affect a person's competence skills, namely beliefs and values, people's beliefs about themselves and others will greatly affect behavior.

The results of (Ariyanto I.A.E., 2015) explained that competence and training partially have a significant positive effect on Employee Performance. The level of strength in the relationship between competence and performance is strong. Sari W, (2019) also reported the results of his research that competence, individual characteristics and organizational commitment partially have a significant positive effect on employee performance. But (Rosmaini et al., 2019) explained the results of their research that competence and, work motivation partially affected employee performance. Based on the results of research on the influence of competence on employee performance, there is still a gap theory among previous studies.

In addition to workload and competency factors, according to Yateno, (2020) another factor that can affect employee performance is work motivation. Yateno explained that employees who have relatively high work motivation will affect the level of employee performance. Because according to Colcuitt, Le Pine and Wesson as quoted by (Yateno, 2020) explain that motivation is a collection of energetic forces that coordinate inside and outside a worker who encourages work effort in determining the direction, behavior, level of effort, internity,

and or resilience in the face of an obstacle or problem. This means that an employee who has work motivation means being able to avoid problems that hinder the person concerned from working hard so that employee performance will be improved. Meanwhile, how to increase work motivation according to (Siagian.S.P, 2008) can be taken as follows: formulate the goals you want to achieve, think Positively and Gratefully, reward yourself, love work, do work happily can give the best results and improve performance, Career will increase, do not be afraid and doubt, continue to work optimally, show ability and expertise in work described by optimal performance levels.

The results of Suwanto, (2019) explained that partially and simultaneously the variables of discipline and work motivation have a significant positive effect on the performance of employees of The General Hospital of South Tangerang City. (Kurniawan D & Yuniati T, 2017) showed that Organizational Culture, work motivation, and compensation partially had a positive and significant effect on employee performance.

Based on the background of the problems stated above, the author intends to conduct research on Workload, Competence and Motivation of work and its effect on Employee Performance at the Processed Wood Small Industrial Center in Madiun Regency. This research aims to analyze and find out, Workload, Work Motivation Competencies and their effect on Employee Performance at the Small Processed Wood Industrial Center in Madiun Regency

A workload is a set of activities that must be completed by an organization or office holder within a certain time (Tjiabrata & Fernando R, 2017). In more detail Mangkuprawira in (Oktaviani & Rina, 2013) states that if most employees work in accordance with company standards then it is not a problem and vice versa. There are many factors that affect the workload of an employee in carrying out his work. Among them according to Rodahl and Manuaba in (Prihatini, 2007), (Adipradana, 2008), (Tarwaka, 2010). The factor consists of; Time pressure, work schedule or working hours, Role ambiguity and role conflict, Noise, Information overload, Temperature extremes or heat overload. Repetitive action, Ergonomic aspects in workplace lay out, Responsibility, Self-esteem.

Workload can affect employee performance (Susanto, 2011), (Tarwaka, 2010) that is, Role overload occurs when demands exceed the capacity of a manager or employee to meet these demands adequately. Role underload. Is a job in which the demands are faced under the capacity of an employee. At a reasonable level the burden of tasks that must be employed by employees should be within the limits of their abilities, both the amount of work and the level of difficulty faced. However, it is not uncommon for certain conditions of this workload to increase and beyond reasonable limits so that it can result in work stress that boils down to a decrease in employee performance. According to (Kurniawan D & Yuniati T, 2017) Aspects in the workload are: Time spent completing tasks. The normal working time is not more than 7 hours per day for 6 days of regular working hours per week or no more than 8 hours per day for 5 days of regular working hours per week. The number of activities that the employee must complete. The number of activities that must be done by employees in units of time. For example, employees of the production department in every hour are targeted to produce 100 pieces of cloth. Factors that come from within the individual as a result of the reaction of the workload. Internal factors include somatic factors such as gender, age, body size, health condition, nutritional status. While other factors include psychic factors such as motivation, perception, trust, desire, and satisfaction. Factors that come from outside the individual's self, organizational tasks (work time, rest time, shift) and work environment such as a less pleasant environment can make the individual experience saturation. Therefore, all these factors must be adjusted to the ability of employees. According to Putra & Prihatsanti., (2016) workload indicators include: 1) Targets to be achieved, 2) Working conditions, 3) Work standards.

.According to (Sedarmayanti, 2017) states that competence as proficiency, skill, ability. Furthermore, according to (Dubois & Rothwell, 2004) Law No. 13/2003 on Manpower: article 1 (10), explains that competence is the ability to apply or use a set of knowledge, skills, which a person needs to complete his work on time (critical work function). Human resources with high competence in a company will certainly describe the quality of human resources owned which will ultimately determine the ability of the company itself in winning competition (competition) because it is able to work efficiently and effectively. Usman A, (2006) mentions that a person's qualitative ability is the ability of one's attitudes and deeds that can only be judged by good and bad measures. Means work competence is the work ability of each individual that includes aspects of knowledge, skills, and work attitudes that are in accordance with the standards set by a company.

In the world of work with **high competence** possessed by human resources will determine the level of quality of human resources owned which will ultimately determine the competitive quality of the company itself (Spencer & Spencer, 1993). According to Brockbank & Wayne, (1999) that each organization will be able to achieve its success if the members of the organization have competence in carrying out their respective work. In detail the benefits of competence can be explained as follows: As a predictor of work success. Recruit reliable employees. The company has managed to determine what competencies a particular position requires, then it is easy to become the basic criteria in the recruitment of new employees, becoming the basis in the assessment and development of employees in the future. According to Michael, (2000) that there are several factors that can

affect the competence of students, which include: Belief Factors and values. Skill Factor. Experience Factor. Personality Characteristic Factors, Motivation Factors. Emotional issue factor, intellectual ability factor. Furthermore, (Haris, 2000) mentioned the existence of factors that can be used to improve competency barriers, namely: 1) Experiencing Competency Deficiency (Admitting incompetence), 2) Raising Expectations (Raising Expectations), 3) Identifying Obstacles (identifying barriers), 4) Entering support mechanisms (including support mechanism).

Competency variable indicators in this study are indicated by six Indicators Referring to Gordon in (Sutrisno E, 2011) consisting of, 1) Knowledge, 2) Understanding, 3) Ability, 4) Values, 5) Attitudes, 6) Interests

Theoretically explained that motivation is the most decisive factor for an employee at work (Yateno, 2020), it is stated that motivation discusses how to direct self-power and potential in order to work towards achieving the goals to be achieved. The term includes a number of concepts of encouragement (drive), need (need), stimulation (incentive), reward (reward), reinforcement (reinforcement), determination of goals (goal setting), hope (expectancy), and so on. According to (Hamzah B. Uno, 2017), work is as 1) a basic activity and is used as an essential part of human life, 2) it gives status, and binds a person to other individuals and society, 3) in general women or men like work, 4) the morale of workers and employees has a lot to do with the physical or material condition of the work, 5) Work incentives. Ngalm Purwanto further explained, motivation contains three main components, namely: 1) Moving, means inflicting power on the individual, leading a person to act in a certain way. 2) Direct or channel behavior. Thus it provides a purpose orientation. Individual behavior is directed towards something for example towards achieving optimal performance. 3) Supporting behavior, the surrounding environment must strengthen (reinforce) the intensity, urges and strengths of the individual (Yateno, 2020).

According to Yateno, (2020). Explaining efforts in motivating will be more successful if the goal is clear and realized by the motivated and in accordance with the needs of the motivated person. Provision of additional transport costs for employees who do overtime. Thus, everyone who will provide motivation must know and understand the true background of the life, needs, and personality of the person to be motivated. While how to increase work motivation according to (Siagian.S.P, 2008) can be taken as follows; Formulate the goals you want to achieve. By recalling the goal, when, where to complete it, b) Think Positively and Gratefully, Make sure that you have the ability to do every job well, Reward Yourself, the purpose of the award here is to convince yourself with various activities that can arouse new enthusiasm and motivation to do what you want to achieve, Love Work, doing work with pleasure can provide the best results and improve performance.

As stated by (Yateno, 2020) that motivation is a psychological process in a person and is strongly influenced by various factors. And basically, this factor can arise from within the self as well as from the external personal. According to (Yateno, 2020), factors that influence motivation include internal factors sourced from within the individual and external factors sourced from outside the individual. Internal factors such as attitude towards work, talent, interests, satisfaction, experience, etc. as well as factors from outside the individual concerned such as supervision, salary, work environment, leadership. Furthermore, according to Yateno, motivation is influenced by several factors, both internal and external. Which include internal factors are: A person's perception of oneself, self-esteem, personal expectations, needs, desires, job satisfaction, resulting work performance.

While external factor that affects one's motivations include, type and nature of work, work group where a person joins, organization where people work, work environment situation and wages (the like)

Related to the factors that affect the motivation referred to the work environment is between leaders and subordinates. From the leadership side there are various elements that are very influential on motivation, such as; Policies that have been established, including work procedures, various work plans and programs, work requirements that need to be met by subordinates, the availability of a set of tools and means needed in supporting the implementation of work, including how subordinates work, superior leadership style in the sense of superior traits and behavior towards subordinates. In this case the subordinates in the motivation have such characteristic symptoms; Ability to work, work spirit, Sense of community in group life, achievement and work productivity While according to (Hamzah B. Uno, 2017) a person who has work motivation can be observed from; Responsibilities in doing work, including; Hard work, Responsibility, Achievement of goals, Fused with tasks, Further achievements achieved, including; Drive to succeed, Feedback, Superior, Self-Development, include, Skill improvement, Drive to progress, Independence in action, include, Independent at work, Like on challenges

Referring to the main theory above can be formulated work motivation is a thrust or force that arouses and directs behavior to an action or work on real efforts to achieve the goals that have been set. Implicitly, work motivation appears to be through; Responsibility in doing work; Achievements he achieved, self-development, and independence in acting on all his work

Referring to the understanding of work motivation stated above, by adjusting to the conditions of the object of this research, the indicators of work motivation in this study are guided by George and Jones in (Tanto W & Fransisca A, 2015) namely: 1) Driving Force, 2) Forming Skills, 3) Responsibility, 4) Obligations

According to Campbell in Kaswan, (2019) Performance or work performance is a reflection of the results achieved by a person or group of people in a certain period of time. Prawirosentono, (1999) affirmed that "Performance or in English is called performance" which is the result of work that can be achieved by a person or group of people in the organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not breaking the law and in accordance with morals and ethics.

Furthermore, according to Rivai, V & Sagala.E.J, (2011) states that employee performance can be assessed from the following aspects, namely, a) Ability to work, this is related to a person's ability to carry out tasks given or who are responsible. 2) The quantity of speed to complete the work, which is the amount of work that is able to be completed in accordance with the time set or in accordance with the target set for each employee, 3) Accuracy or accuracy, this is related to accuracy, neatness, correctness and proficiency in work so that the results of work convincingly in accordance with the tasks given, 4) Loyalty, which is related to the willingness of employees to prioritize the completion of tasks that are given for the benefit of the company accompanied by the use of time both scheduled and not, both within the company and outside the company for the progress of the company, 5) Initiatives, which are related to the ability and want to improve and end the results of work for the benefit of the company that can be proven whether there is no initiative from employees in improving work results, whether requested or not by the company, 6) Cooperation, which is the ability to establish good relations in their work units or other work units or with other parties outside the company in carrying out their duties, willing to give opinions and willing to accept the opinions of others and willing to accept decisions that conflict with their opinions.

According to Rivai, V & Sagala.E.J, (2011) the purpose of employee performance assessment is to, control employee behavior as an instrument to reward and threaten, make decisions about salary increases and promotions, make employees able to carry out certain jobs. Furthermore, the Benefits of Performance Assessment are as an evaluation material for leaders to determine the level of performance of each employee both individuals and groups. Some of the benefits in Mathis & Jackson, (2009), among others, include improvements in work performance or performance feedback on work implementation that supports employees. As adjustments to work performance compensation assist decision makers in determining wages, bonuses and other forms of compensation, as material for promotional placement and transfer decisions. Similarly, good performance may reflect the potential to be developed. As a consideration in career planning and development, achievement feedback exerts career decisions, namely about certain career paths that must be studied further (Mangkunegara, 2014).

According to Mangkunegara, (2014) explains the factors that affect employee performance as follows; Individual factors, psychologically, normal individuals are individuals who have high integrity between psychic and physical fungsi, with the existence of high integrity between psychic and physical functions then the individual has good self-control. This good concentration is the main capital of the human individual to succeed and utilize his potential in carrying out activities or activities of schari-day work in achieving organizational goals. Organizational Environmental Factors. Organizational work environment factors strongly support individuals in achieving performance, the organizational environmental factors in question include clear job descriptions, adequate authority, challenging work targets, effective communication patterns, harmonious working relationships, a respectful and dynamic work climate, career opportunities and relatively adequate work facilities.

According to Sedarmayanti, (2017) "Performance standards are targets, goals, goals of employee work efforts within a certain period of time. In carrying out their work, employees must direct all their energy, thoughts, skills, knowledge, and working time to achieve what is determined by performance standards." According to (Schuler S. & Susan E. Jackson, 1997) "There are three basic types of performance criteria", namely: a) Criteria based on nature (focusing on the personal characteristics of an employee), b) Criteria based on behavior (criteria that are important for work that require interpersonal relationships), c) Criteria based on results (criteria that focus on what has been achieved or produced). According to (Notoatmodjo, 2003) "To achieve employee performance goals, it can be judged from three things, including: assessment must have a relationship with work, the existence of work implementation standards, practical (easy to understand or understand employees or assessors)

Variabel employee performance is measured using 4 (four) indicators referring to Priansa.D, (2017) consisting of: 1) Quantity of Work, 2) Quality of work, 3) Independence, 4) Initiative, 5) Adapting, 6) Independence

Previous Research Review

There are several previous studies related to Workload, Competencies, and Work Motivation, and Their Effect on Employee Performance at the Processed Wood Small Industrial Center in Madiun Regency which is used as a foothold in the preparation of this research, namely:

According to Elizar, (2020) In his research entitled Analysis of the influence of workload, work discipline, job satisfaction on the performance of nurses in the hospital room datu Beru Takengon Aceh Tengah explained his findings that the variables of Work Stress and Workload have a significant positive effect on nurse performance. While the job satisfaction variable has an insignificant effect on the performance of nurses at Datu Beru Takengon Hospital in Central Aceh. The same finding was also reported by (Sudiyanto A, 2020) that simultaneously and partially job satisfaction and workload have a positive and significant effect on the performance of employees in the Banyuasin Manpower and Transmigration Office. But the results of (Jalil, 2019) showed. That workload variables have a significant negative effect on teacher performance, while stress variables and work environment have a significant positive effect on the performance of MAN 2 Palu City. The results of this study show that there is still a gap theory.

According to Ariyanto I.A.E., (2015) Explained the findings that Competence and Training partially have a positive and significant effect on Employee Performance. The same finding is also explained by (Sari W, 2019) that Competence has a significant positive effect on Employee Performance. Individual characteristics have a positive effect on employee performance. Organizational commitment has a positive and significant effect on Employee Performance. But the findings of (Rosmaini et al., 2019) explain that competence has a positive and insignificant effect. Likewise, Work Motivation has a positive and insignificant effect on Employee Performance. Job Satisfaction has a significant positive effect on Employee Performance.

According to Suwanto & Yuniarsih.T., (2013) in his research entitled Analysis of the Influence of Motivation and Work Discipline on the Performance of Employees of South Tangerang City General Hospital. Shows that partial and simultaneous variable discipline and work motivation have a significant positive effect on the performance of employees of The General Hospital of South Tangerang City.

A. Conceptual Framework

The concept framework serves to briefly explain the topics to be covered in this study. The conceptual framework in this study can be shown in figure 1 as follows

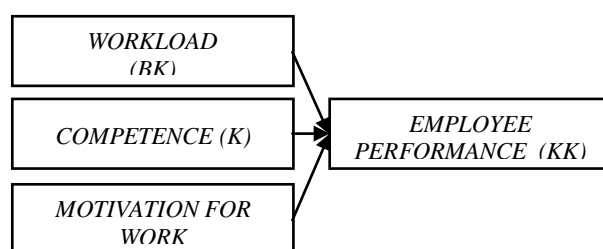


Figure 1. Conceptual Framework

B. Hypothesis Development

1. Effect of Workload on Employee Performance

Permendagri No. 12/2008, Andi & Oktaviani, (2016) understands that workload is a set of activities that must be completed by organizations or office holders within a certain time to achieve performance standards as set. Therefore, if the workload is not achieved, it will affect both directly and indirectly on the level of employee performance achievement both individually and in groups (Adipradana, 2008). Thus, in order for workload to have a positive impact on employee performance, internal factors and external factors such as the number of targets to be achieved, work conditions, work standards, which affect workload must be set as carefully as possible in order to have a positive impact on employee performance. (Schultz & Schultz, 2010).

The study, Elizar, (2020) shows that Workload has a significant positive effect on the Performance of Nurses at Datu Beru Takengon Hospital in Central Aceh, as well as the findings of (Sudiyanto A, 2020) show that simultaneously and partially job satisfaction and workload have a positive and significant effect on employee performance in the Banyuasin Manpower and Transmigration Office. But the findings of (Jalil, 2019) although simultaneously variable workload, work stress, and work environment have a significant positive effect on teacher performance. However, partial workload variables have a significant negative effect on the performance of MAN 2 teachers in Palu City.

Hypothesis 1: Workload has a significant effect on Employee Performance at the Small Processed Wood Industrial Center in Madiun Regency

2. Effect of Competence on Employee Performance

According to (Sedarmayanti, 2017) states that competence contains the understanding of ownership of knowledge, skills, and abilities demanded by certain positions (Spencer & Spencer, 1993) so as to be able to do their job well indicated by the level of performance obtained in a certain period of time. Brockbank & Wayne, (1999) asserts that every organization will be able to achieve its success if the members of the organization have competence in carrying out their respective work. Thus (Edy, 2011) stated that the company must understand the level of knowledge, Understanding, Ability, Values, Attitudes, and interests of each of its employees to maintain the performance of its employees.

The results of the study of Ariyanto I.A.E., (2015) explained its findings that Competence and Training partially have a positive and significant effect on Employee Performance. Sari W, (2019) reported its findings that Competence has a significant positive effect on Employee Performance. However, the findings of (Rosmaini et al., 2019) explain that the competence of positive influence is not significant on employee performance.

3. The Effect of Work Motivation on Employee Performance

According to Yateno, (2020). Explain that motivation questions how to direct the power and potential of the self in order to work towards achieving the specified goals. This means that employee work motivation affects employee performance. Therefore, the company to increase work motivation as an effort to improve employee performance. Because according to (Campbell & J. B. Reece., 2008) work motivation includes in it the direction or purpose of behavior, the strength of response, and the persistence of behavior. In addition, the term includes a number of concepts of encouragement (drive), need (need), stimulation (incentive), reward (reward), strengthening (reinforcement), goal setting (goal setting), hope (expectancy). The combination of these will be a formulation to form a reliable work motivation in improving employee performance.

The results of Suwanto, (2019) showed that partially and simultaneously the variables of discipline and work motivation had a significant positive effect on the performance of employees of The General Hospital of South Tangerang City.

Hypothesis 3:

Work Motivation has a Significant Effect on Employee Performance at the Small Processed Wood Industrial Center in Madiun Regency.

II. METHODOLOGY

A. Types of Research, Population and Sampling Techniques

This study uses a type of explanatory research . (Sugiyono, 2016) stated that explanatory research or also called verifiative research aims to obtain the truth through testing the causal hypothesis between the variables studied. Researchers use this type to explain workload, competence, work motivation, and its effect on Karyawan Performance at the Processed Wood Small Industrial Center in Madiun Regency.

The population in the study amounted to 60 employees at the Processed Wood Small Industrial Center in Madiun Regency. Sampling techniques are saturated samples or censuses, where all members of the population are sampled because the number of members of the study population is relatively limited, namely as many as 60 permanent employees who work and have a minimum of one year of experience continuously at senytra Small Industry Processed Wood in Madiun Regency.

In this study using two types of variables, namely free variables and bound variables, consisting of: Free Variables (X) including: 1) Workload (X1), 2) Competence (X2), 3) Work Motivation (X3). Bound Variable (Y) is Employee Performance.

B. Variable Operational Definisi

1. Workload, a group of activities that must be completed by employees of the Processed Wood Small Industri Center in Madiun Regency in accordance with the description of their duties in a certain time. Workload Variables are indicated by three indicators referring to (Artadi.F.F., 2015) consisting of; 1) Targets to be completed, 2) Employment Conditions, 3) Work Standards
2. Competence (X1), Is the ability of employees of the Madiun Regency Processed Wood Small Industrial Center to complete their work within a certain period of time. Competency Variables in this study are indicated by six indicators referring to Gordon in (Sutrisno E, 2011) consisting of, 1) Knowledge, 2) Understanding, 3) Ability, 4) Values, 5) Attitudes, 6) Interests.
3. Work Motivation (X2), Is the power of movement that arouses and directs the behavior of employees of the Processed Wood Small Industrial Center in Madiun Regency to complete their work in accordance with the

company's goals. Work Motivation Variables are indicated by 5 (five) indicators referring to (Suwanto & Yuniarsih.T., 2013), consisting of, 1) Education Level, 2) Knowledge Level, 3) Efficacy, 4) Experience, 5) Age Factor.

4. Employee Performance (Y), Is results achieved by employees of the Processed Wood Small Industry Center in Madiun Regency. Employee Performance Variables in this study are indicated by 4 (four) indicators referring to (Mangkunegara, 2014) consisting of, 1) Quantity of Work, 2) Quality of work, 3) Cooperation, 4) Ministry of Mandiri, 5) Initiative

The measurement scale used in this study is the Likert scale used to measure the attitudes, opinions and perceptions of individuals about social phenomena. With the likert scale, the variables to be measured are broken down into variable indicators. Then the indicator is used as a starting point to compile instrument items that can be in the form of statements where each is made using a scale of 1-5. Kategari the answer (score) is 1. Strongly disagree (STS), 2 disagree (TS), 3 Neutral (N), 4 Agree (S), and 5 Strongly Agree (SS) (Supomo et al., 2014).

C. Data Collection and Analysis Techniques

In this study using Primary data sourced from the perception of 60 Orang respondents directly through filling out questionnaires that are provided to be answered according to what is felt, but still in the context of available answers (Sugiyono, 2016). The data includes data on Workload, Competencies, Work Motivation, and Employee Performance of The Processed Wood Small Industrial Center in Madiun Regency. Collected and then checked, then processed to get the information needed. The data analysis techniques used are multiple linear regression analysis, classical assumption tests, model feasibility tests and hypothesis formulation.

D. Descriptive Statistical Analysis

Descriptive methods are used to describe the results of research to answer the formulation of problems regarding the picture of each variable studied. The purpose of descriptive research is to make a systematic decommissioning, regarding the facts, properties and relationships between the phenomena studied.

E. Instrument Test

1. Validity Test.

To find out whether the instrument used in this study is valid or not, the Pearson Correlation Coefficient is used to calculate the correlation between the score of each question item with the total score (Ghozali, 2016). The test is said to be valid if the correlation is significant (r - Value < 0.05) or there is a correlation between the item and its total score. If the correlation between the item and the total score has a significant value < 0.05 , it indicates that the indicator is valid. However, if the significance > 0.05 then the indicator is not significant.

2. Reliability Test

Instrument reliability testing can be done externally as well as internally. Externally done by test-retest stability, equivalent, and a combination of both. Internally the reliability of the instrument is tested by analyzing the consistency of the items that exist in the instrument with certain techniques. (Sugiyono, 2016) The data reliability test was carried out in a one-shot manner and tested using the Cronbach Alpha statistical test (Ghozali, 2016), with the following test criteria:

- a. If Cronbach's alpha value > 0.60 then the statement item is said to be reliably biblical.
- b. If Cronbach's alpha value ≤ 0.60 then the statement item is said to be non-religious.

D. Inference Statistical Results

1. Multiple Linear Regression Analysis

Used to measure the strength of the relationship between two or more variables. In addition, multiple linear regression analysis also describes the direction of the relationship between independent variables and dependent variables. The variables in this study consist of Workload, Competence, Work Motivation. Meanwhile, the dependent variable is the performance of employees at the Processed Wood Small Industrial Center in Madiun Regency. The multiple linear regression equations in this study are as follows:

$$KK = a + \beta_{1K} + \beta_{2P} + \beta_{3BO} + e$$

Where:

KK = Employee Performance dependent variable

a = Constant number

$\beta_{1,2,3}$ = Regression coefficient of independent variable

KBK = Workload

K = Competence

MK = Work Motivation

e = Interference factor from outside the model (standard error)

E. Classic Assumption Test

1. Normality Test

Untuk knows whether in regression models, residual variables or disruptors have a normal distribution or not (Ghozali, 2016) said that there are 2 ways to perform normal tests, namely:

- Statistical Analysis, using One *Sample Kolmogrov-Smirnov* (K-S) statistical analysis. If the significant value of the *Kolmogrov-Smirnov* (K-S) test result > 0.05 then the residual has a normal distribution. If the *Kolmogrov-Smirnov* (K-S) test < 0.05 then the residual has an abnormal distribution.
- Graph Analysis, using the Normal P-P Plot graphical method of *standardized residual cumulative probability*. If the point spreads around the axis and follows the direction of the diagonal line (between 0 and the meeting of the X and Y axes) then the regression model meets the assumption of normality (Sugiyono, 2016).

2. Multicollinearity Test

We do not know whether the regression model found a correlation between independent variables (Ghozali, 2016). The approach to multicollinearity can be seen from *variance inflation factor* (VIF) and *tolerance* values from regression model results. Tolerance value is the opposite of VIF, tolerance measures the variability of selected free variables and is not explained by other free variables. So if the tolerance value is low then the HIGH VIF value ($VIF = 1/\text{Tolerance}$). If the *tolerance* values ≤ 1 and $VIF \geq 10$, then there is a great correlation between one free variable and another free variable. If *tolerance* values ≥ 1 and $VIF \leq 10$, then there is no multicollinearity. (Ghozali, 2016), states that if the VIF value does not exceed the number 10 then the multicollinearity test will be met.

3. Heteroskedasticity Test

A good regression model is called homoskedasticity (Ghozali, 2016), and is not called heteroskedasticity (There are two ways to detect heteroskedasticity in this study:

- The glejser test method, namely by regressing the residual absolute value with the results of regression testing and all free variables. If the result of the significance of the correlation result is greater than the *coefficient correlation* then the data is free from heteroskedasticity and the data can be called homoskedasticity.
- The *scatterplot* chart method between the predicted value of the bound variable is ZPRED with the residual SRESID. The presence or absence of heteroskedasticity can be seen in the absence of a clear pattern, points spread above or below the number 0 in the *dependent* variable (Y), then heteroskedasticity does not occur.

F. Model Feasibility Test (Goodness of Fit Test)

1. Test F

It is necessary to test the feasibility of what is said to be a test of the overall significance of the observed regression as well as the estimation, whether the bound variable (Y) relates to the entire free variable (, and). Testing of the F test can be done with several criteria, namely: $X_1X_2X_3$

Significant level of $\alpha = 0.05$

- If a significant value of the F test > 0.05 indicates that the Workload, Competency and Motivation variables are not feasible for use in the research model.
- If the significant value of the F test < 0.05 , it indicates that the Workload, Competency, Work Motivation variables are worth using in the research model.

2. Determination Coefficient Test (R^2)

The determination coefficient test (R^2) serves to see the extent to which the entire *independent* variable can explain the *dependent* variable. The coefficient of determination between zero and one (Ghozali, 2013). If the value is close to zero then the ability of the entire independent variable to describe the dependent variable is very limited or the influence of the independent variable on the dependent variable is very weak. If the value is close to the number one then the entire independent variable can explain the information relating to the dependent variable or its influence is getting stronger. The weakness of the coefficient of determination is that its value is biased against the number of free variables entered into the model. Each value-free variable addition will definitely increase no matter the variable has a significant or insignificant effect on the bound variable. R^2

3. Hypothesis Test (t – test)

According to Ghozali, (2016) the t statistical test is used to show the influence of independent variables (Workload, Competence and Work Motivation) partially to describe dependent variables (Employee Performance). The Test Criteria are as follows:

- a. If the calculation of $t > t_{\text{table}}$ or $t_{\text{test}} > 0.05$ then it is said to be insignificant, so it can be concluded that independent variables have an effect on dependent variables.
- b. If the calculation of $t < t_{\text{table}}$ or $t_{\text{test}} < 0.05$ then it is said to be significant, so it can be concluded that independent variables have an effect on dependent variables.

Here's a hypothesis test on each *independent* variable :

- a. Hypothesis testing for Workloads (X_1)

If the significant value of the $t_{\text{test}} > 0.05$ then it is accepted and rejected so that it can be concluded that partially $H_0 H_1$ the Workload has no significant effect on Employee Performance.

If the significant value of the $t_{\text{test}} < 0.05$ then it is rejected and accepted so that it can be concluded that partially $H_0 H_1$ competence has a significant effect on Employee Performance.

- b. Hypothesis testing for Competence (X_2)

If the significant value of the $t_{\text{test}} > 0.05$ then it is accepted and rejected so that it can be concluded that it partially has no $H_0 H_1$ significant effect on the employee's performance.

If the significant value of the $t_{\text{test}} < 0.05$ then it is rejected and $H_0 H_1$ ditereima so that it can be concluded that partially competence has a significant effect on employee performance.

- c. Testing the Work Motivation hypothesis (X_3)

If the significant value of the $t_{\text{test}} > 0.05$ then it is accepted and rejected so that it can be concluded that partially $H_0 H_1$ Work Motivation has no significant effect on Employee Performance.

If the significant value of the $t_{\text{test}} < 0.05$ then it is rejected and $H_0 H_1$ accepted so that it can be concluded that partially Work Motivation has a significant effect on Employee Performance .

III. RESULTS AND DISCUSSION

A. Respondent Profile

The profiles of respondents in the study were based on data on gender, Age, Education Level and tenure. Respondents to this study there were 60 people and a breakdown of the proportion of the distribution of respondent data can be seen in table 1 below:

Table 1. Characteristics of Respondents

NO	Characteristic	Description	Freq.	Percentage (%)
1	Gender	Man	48	80,00
		Woman	12	20,00
2	Age	20-25	5	8,33
		26-31	12	20,00
		32-37	23	38,33
		38-43	11	18,33
		44 – 49	8	13,34
		50-up	1	1,67
3	Working Mass (Year)	< 1	1	1,64
		1 – 5	7	11,66

		6 - 10	24	40,00
		11 - 15	15	25,00
		16 – 21	3	5,00
		< 1	1	1,64
4	Education Level	SLTP	10	16,66
		SLTA	39	65,00
		D3	9	15,00
		S1	2	3,34

Based on Table 1, it can be known that the male respondents were 48 people (80%). While the respondents were female as many as 12 people (20%). This shows that the employees who work in this Center are mostly men. Respondents aged 20-25 years as many as 5 people (8.33%), aged 26-31 years as many as 12 people (20%), aged 32-37 years as many as 23 people (38.33%), while those aged 38-43 years as many as 8 people respondents (18.33%). Aged 44-49 years, there were 8 respondents (13.34%). Meanwhile, those aged 50 years and over a total of 1 respondent (1.67%). Respondents who worked smaller than 1 year only 1 respondent (1.66%). Have a working period of between 1-5 years as many as 7 respondents (11.66%), employees who have work experience between 6-10 years a total of 24 people (40%), and responses who have a working period between 11-15 years as many as 15 respondents (25%) and employees who have work experience between 16-21 years amount to 3 (3%). Respondents who have an education level of SLTP of 10 people (16.66%), SLTA as many as 39 people (65%), D3 graduates as many as 9 people (15%) and undergraduate graduates as many as 2 people (3.34%). So it can be concluded that employees who work at the Processed Wood Small Industrial Center in Madiun Regency have a majority of 65% graduation.

1. Validity Test

The basis for making a valid decision or not is made as follows (Sugiyono, 2016):

- If r is positive, and $r > 0.3$ then the statement item is declared valid
- If r is not positive, and $r < 0.3$ then the statement item is declared invalid

Based on the results of the validity test obtained in this study, it can be concluded that all statement items to measure each variable of Workload, Competence, Work Motivation and Employee Performance are declared valid.

2. Reliability Test

The basis for decision-making to state whether or not the statement in the study can be done as follows (Ghozali, 2016).

- If *Cronbach's alpha* value > 0.6 then the statement item is reliable
- If *Cronbach's alpha* value < 0.6 then the statement item is not reliable

From the results of the reliability test, *Cronbach's Alpha* values can be seen in Table 2 below:

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Critical R	Information
1	Workload (BK)	0,883	0,6	Reliabel
2	Work Motivation	0,841	0,6	Reliabel

3	Technical Skills	0,720	0,6	Reliabel
4	Employee Performance (KK)	0,800	0,6	Realibel

Source : Primary Data processed, 2021

Based on the results of the reliability test in Table 2, it can be known that each independent and dependent variable has a Cronbach Alpha value greater than 0.6 so that the answers given by respondents are very representative in the sense that the word measurement data is reliable and can be used for research.

B. Multiple Linear Regression Analysis

Based on the results of data processing through the SPSS 21 program, results are obtained as in Table 4.

Table 3. Multiple Linear Regression Test Results

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0,103	0,813		0,123	0,903
Workload (BK)	0,715	0,212	0,545	3,367	0,002
Competence (K)	0,201	0,097	0,173	2,054	0,046
Work Motivation (MK)	0,385	0,174	0,345	2,208	0,032

Dependent Employee Performance Variables

Source: Appendix 4, processed

Based on the SPSS output in Table 3, the multiple linear regression analysis models in this study are as follows:

$$KK = 0.103 + 0.715 K + 0.201 P + 0.385 BO + \varepsilon_r$$

From the above equations can be explained as follows:

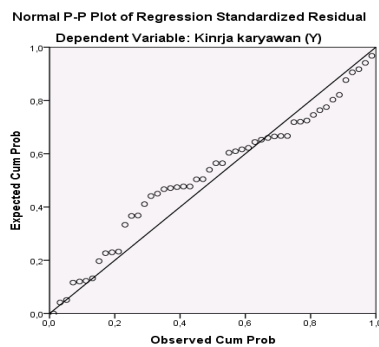
- The constant of 0.103 indicates the magnitude of the influence of Workload (BK), Competence (K), and Work Motivation (MK) on Employee Performance (KK), if the free variable does not change, it is predicted that Employee Performance will be 0.103 units.
- The regression coefficient for Workload (BK) is 0.715, meaning that if the Workload (BK) increases by 1 unit, then Employee Performance (KK) will increase by 0.715 units, assuming that other free variables remain.
- The regression coefficient for Competence (K) is 0.201, meaning that if Competence (K) increases by 1 unit, then Employee Performance (KK) will increase by 0.385 units, assuming other free variables remain.
- The regression coefficient for Work Motivation (MK) is 0.385, meaning that if work motivation (MK) increases by 1 unit, then Employee Performance (KK) will increase by 0.385 units, assuming other free variables remain.

1. Classic Assumption Test

The classical assumption test in this study was used to test the feasibility of regression models. Regression is said to be feasible if it is free from some assumptions as described as follows:

2. Normality Test

Based on figure 2 shows that the point spread is around the diagonal line and follows the diagonal line. This means that the data is distributed normally so that this research is worth using.



Source. Data processed by SPSS 21 (Appendix 9)

Figure 2. Normality Test Result Graph

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal ^a Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,41134690
Most Extreme Differences	Absolute	,139
	Positive	,078
	Negative	-,139
Test Statistic		,139
Asymp. Sig. (2-tailed)		,077 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

3. Kolmogrove-Smirnov Test

Based on Table 4, it shows that the magnitude of asymp's value. Sig (2-tailed) of $0.200 > 0.05$ corresponds to t. The stipulated provisions, it can then be understood that the regression model used in this study is of normal distribution and the data is worth using in the study.

Table 4. Kolmogrov-Smirnov Test Results

One-Sample Kolmogrov-Smirnov Test

<i>Undestandardized</i>		
<i>Residual</i>		
<i>N</i>		<i>40</i>
<i>Normal parameters^a</i>	<i>Mean</i>	<i>,0000000</i>
	<i>Std. Deviation</i>	<i>4241.56255140</i>
<i>Most Extreme</i>	<i>Absolute</i>	<i>,120</i>
<i>Differences</i>	<i>Positive</i>	<i>,120</i>
	<i>Negative</i>	<i>-0,76</i>
<i>Test Statistic</i>		<i>120</i>
<i>Asymp. Sig. (2-tailed)</i>		<i>,200^{cd}</i>

Test distribution is Normal

Calculated from data

Lilliefors Significance Correction

This is a lower bound of the true Significance

*Source. Data Processed
SPSS 21 (Appendix 10)*

4. Multicollinearity Test

Based on Tabel 5, it can be considered that there are no symptoms of multicollinearity between each free variable, namely by looking at the tolerance values for the three free variables greater than 10% (0.1) and the VIF (Variance Inflation Factor) value is worth less than 10%. (Ghozali, 2013)

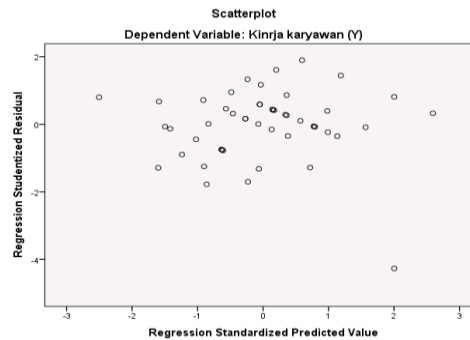
Table 5. Multicollinearity Test Results

<i>Collinearity Statistics</i>			
<i>Type</i>	<i>Tolerance</i>	<i>VIF</i>	<i>Information</i>
<i>Workload (BK)</i>	<i>0,505</i>	<i>1,975</i>	<i>Multicollinearity Free</i>
<i>Competence (K)</i>	<i>0,509</i>	<i>1,966</i>	<i>Multicollinearity Free</i>
<i>Work Motivation (MK)</i>	<i>0,994</i>	<i>1,007</i>	<i>Multicollinearity Free</i>

Source: Appendix 4, processed

5. Heterochemicity Test

Based on Figure 3, it shows that the dots spread randomly both above and below the number 0 on the Y axis and do not form a pattern that explains. It can then be assumed that there were no symptoms of heteroskedasticity in the regression model in this study.



Source: Appendix 4, processed

Figure 3. Heterochemicity Test Graph

6. Autocorrelation Test

The Autocorrelation test is used to find out whether in the linear regression model used there is a correlation between the error of the disruptor in the t period with the error of the bully in the period as long as possible. The following are the results of the Autocorrel test

Table 6. Autocorrelation Test Results

Model Summary					
Type	R	R Square	Adjusted R Square	Std.Error of the estimate	Durbin-Watson
1	,802a	.643	.586	4568.303	.948

Predictor (Constant): K, P, BO

Dependent Variable: KK

Source: Data processed spss 21 (Appendix 13)

C. Model Feasibility Test (Goodness of Fit)

1. Test F.

Based on the results of the F Test in Table7, showing that the F value of 37,788 with a significance level of 0.000 which means smaller than 0.05 ($0.000 < 0.05$), it can be concluded that Workload, Competence, Work Motivation can explain Employee Performance and deserve to be used as a model for this research.

Table 7. Test Results F

Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	10,894	3	3,6313	37,788	,000b
Residual	4,419	36	0,0961		

Total 15,313 39

Source: Processed Data, Appendix 4

a. Dependent Variable: KK

b. Predictors: (Constant), K, P, BO.

2. Determination Coefficient Test (R²)

Based on the results of the determination coefficient (R²) test contained in Table 8, it can be seen that the value of R square (R²) is 0.6936 or 69.36%. It can be concluded that, Workload, Competence, Work Motivation are only able to explain employee performance variables of 69.36%. The remaining 30.74% was influenced by other variables not used in the study.

Table 8. Determination Coefficient Test Result (R²)

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,8434	0,7114	0,6936	0,3131

Source: Appendix 4, processed

3. Hypothesis Test (Test t)

The t test in this study was conducted by comparing the significance of t with (α) of 0.05. If obtained *sig-value* < 0.05 can be concluded significantly, otherwise if the *sig-value* > 0.05 then it is concluded insignificant. The results of the t test in this study can be seen in the Table

Table 9. Hypothesis Test Results

Type	T	Sig.	Information
1 (Constant)	0,123	0,903	
Workload (BK)	3,367	0,002	Significant
Competence (P)	2,054	0,046	Significant
Work Motivation (MK)	2,208	0,032	Significant

Dependent Employee Performance Variables

Source: Appendix 4, data processed

Based on the results of the hypothesis test (Test t) in Table 9, it can be explained as follows:

a. The Effect of Workload on Employee Performance.

Based on the results of the t test above shows that the Workload variable has a value of 3.367 with a significance level of 0.002 smaller than 0.05 ($\alpha = 5\%$). Based on these results it can be concluded that H1 is accepted. Thus the presumption hypothesis states that competence affects employee performance at the Processed Wood Small Industrial Center in Madiun Regency.

b. Effect of Competence on Employee Performance.

Based on the results of the t test above shows that the Competency variable has a value of 2.054 with a significance level of 0.046 smaller than 0.05 ($\alpha = 5\%$). Based on these results it can be concluded that H2 is

accepted. Thus the presumption hypothesis states that placement affects employee performance at the Processed Wood Small Industrial Center in Madiun Regency.

c. The Effect of Work Motivation on Employee Performance.

Based on the results of the t test shows that the Work Motivation variable has a value of 2.208 with a significance level of 0.032 smaller than 0.05 ($\alpha = 5\%$). Based on these results it can be concluded that H3 is accepted. Thus the hypothesis that work motivation affects employee performance at the Processed Wood Small Industrial Center in Madiun Regency is proven.

D. Discussion

1. Workload Has a Positive and Positive Effect on Employee Performance

Based on the results of the analysis shows that Workload has a positive and significant effect on employee performance. This indicates that at the Small Processed Wood Industrial Center in Madiun Regency to improve employee performance can be done through the regulation of each employee's workload. At a reasonable level the workload that must be completed by employees should be within the limits of their abilities, both the amount of work and the level of difficulty faced. However, it is not uncommon for certain conditions of this workload to increase and beyond reasonable limits so that it can result in work stress that has an impact on declining performance. Excessive workload of numbers is a workload that occurs when too much work must be completed at a given unit of time. The element that causes this excessive workload is the insistence of time. Time is a measure of efficiency. The guidelines that many hear are "fast and safe". On this basis, people often have to work with time and this can result in many errors or cause the health condition of employees to decrease. However, excessive workload is a generator of stress on workers. Besides that qualitatively Workload is a job done by someone increasingly switching its weight point to the work of the brain. Work is increasingly becoming plural and the plurality of this work can increase due to an increase in the amount of information that must be used, an increase in the sophisticated information or from the skills needed in the job, as well as the expansion and addition of alternatives to the methods of work. How to determine the workload at the Processed Wood Small Industrial Center in Madiun Regency, has been arranged in such a way even though it is conventionally hereditary so that it is known that workload affects Employee Performance. (Andi & Oktaviani, 2016) stated that if the workload is not achieved it will affect both directly and indirectly on the level of employee performance achievement both individually and in groups. Therefore, in determining the workload of employees at the Small Industrial Center of Processed Wood must be properly taken into account carefully. The right workload standards will affect the performance achievement of employees both from quantity and quality.

The results of this study, in line with the findings of (Elizar, 2020) which shows that workload has a significant positive effect on the performance of nurses at Datu Beru Takengon Hospital in Central Aceh, as well as the findings of (Sudiyanto A, 2020) show that simultaneously and partially job satisfaction and workload have a positive and significant effect on employee performance in the Banyuasin Manpower and Transmigration Office. But Jalil's findings (2019) show that although simultaneously variable workload, work stress, and work environment have a significant positive effect on the performance of MAN 2 teachers in Palu City. However, partial workload variables have a significant negative effect on the performance of MAN 2 teachers in Palu City.

2. Competencies affect Positive and Signifikan On Employee Performance

Based on the results of the analysis shows that if the Processed Wood Small Industry Center in Madiun Regency wants to improve employee performance, it can be done by improving the competence of employees as an effort to improve performance. (Sedarmayanti, 2017) states that competence as the ability, skill, and ability to apply or use a set of knowledge, skills, that a person needs to complete his work in a timely manner (critical work function). According to (Brockbank & Wayne, 1999) that each organization will be able to achieve its success if the members of the organization have competence in carrying out their respective work. If there are obstacles to performance and achievement, it is very important to identify the nature of these obstacles so that they can be overcome effectively. Most barriers can be categorized in knowledge, skills, processes, and emotional,

The results of this study support the findings of (Ariyanto I.A.E., 2015) which explained that Competence and Training partially have a positive and significant effect on Employee Performance at PT Adaro Energy Tbk. The results of this finding are also in line with the results of (Sari W, 2019) that kompetensi has a significant positive effect on Employee Performance. Where competency variables are combined with individual characteristics variables, organizational commitment has a positive and significant effect on employee performance. But the results of (Rosmaini et al., 2019) research explained that competence, motivation, and job satisfaction simultaneously have a significant positive effect on employee performance. However, the competency variable has a positive and insignificant effect. Likewise, motivation has a positive and insignificant effect on employee performance.

Employees with high competence in a company will certainly describe the quality of employees owned which will ultimately determine the ability of the company itself in winning competition (competition) because it is able to work efficiently and effectively. However, if an employee is declared to have competence but has a significant effect on performance in the employee concerned, this happens because the competency characteristics possessed by the employee concerned are not in accordance with the characteristics of competencies that should be needed by the field of work pursued by the current employee. Such cases can also occur due to the company's strength in conducting selection and recruitment, or it can also occur due to errors in the placement process that are not appropriate for the employee concerned. (Spencer & Spencer, 1993), (Wibowo, 2007), (Brockbank & Wayne, 1999),

3. Work Motivation Has a Positive and Positive Effect on Employee Performance

Based on the results of the analysis shows that work motivation has a positive and significant effect on employee performance. This indicates that if the Processed Wood Small Industrial Center in Madiun Regency wants to improve employee performance, it can be done through employee work motivation. Motivation is how to direct the power and potential of the self in order to work towards achieving the specified goals. Because basically a person works because the desire to meet the needs of his life. Being the desire impulse in one person with others is different so that human behavior tends to vary in work. Then John P. Campbell, et al posited that motivation includes in it the direction or purpose of behavior, the strength of response, and the persistence of behavior. Basically, humans always want things that are okay, so the driving force or driving force that motivates their spirit depends on the expectations that will be obtained in the future. If that expectation comes true then a person will tend to increase his work motivation. Managers motivate subordinates by rewarding those who perform well. With this positive motivation, the morale of subordinates will increase, because humans are generally happy to receive the okay. Meanwhile, employees who have low achievements are sanctioned. The use of these two motivations must be applied to whom and when in order to run effectively stimulate the passion of subordinates in work so that performance will increase. Increasing employee work productivity, Maintaining the stability of company employees, Increasing employee attendance discipline, Streamlining employee procurement, Creating a good atmosphere and working relationship, Increasing loyalty, creativity and employee participation are the company's efforts to improve employee performance.

Furthermore, for employees in carrying out their work, it is necessary to pay attention to (Siagian.S.P, 2008) which reveals that if employees want to improve performance then a) Formulate the goals to be achieved. b) Think Positively and Gratefully, c) Reward Yourself, d) Love Work, , e) Do not Be Afraid and Doubt, continue to work to the maximum, show your abilities and skills.

The results of this study support the findings of (Suwanto, 2019) which explains that partially and simultaneously the variables of discipline and motivation of work have a positive and significant effect on the performance of employees of the South Tangerang City General Hospital.

IV. CONCLUSIONS

A. Conclusion.

Based on the results of the analysis and discussion expressed earlier, in this study it can be concluded as follows:

1. Workload has a positive and significant effect on Employee Performance at the Processed Wood Small Industrial Center in Madiun Regency. This shows that the right workload and in accordance with the ability of employees will be able to improve employee performance.
2. Competence has a positive and significant effect on Employee Performance at the Processed Wood Small Industrial Center in Madiun Regency. Through improving the competence of employees who have low performance is an effort by the company to carry out training. Thus the employees will have additional knowledge, skills and better behavior in carrying out their work. .
3. Work Motivation has a positive and significant effect on the performance of karyawan at the Processed Wood Small Industry Center in Madiun Regency. With good work motivation will be able to improve employee performance.

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