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## The Role Of Competence, Work Culture, And Workload In Affecting Job Satisfaction And Its Impact On Employee Performance Of Central Aceh District Secretariat

\*Nanda Reza Fahlevi, Mahdani, Sofyan

Management Department, Universitas Syiah Kuala, Indonesia

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### Abstract

The purpose of this study was to determine the role of competence, work culture, and work loads in affecting job satisfaction and its impact on the employee of the Central Aceh District Secretariat, Indonesia. The research sample was taken using a census technique, which is taking the entire population, wherein this study the population was 144 people. The result shows that competence affects significantly job satisfaction of the Central Aceh District Secretariat; Work culture affects significantly job satisfaction of the Central Aceh District Secretariat; Workload affects significantly job satisfaction of the Central Aceh District Secretariat; competence affects significantly employee performance of the Central Aceh District Secretariat; Work culture affects significantly employee performance of the Central Aceh District Secretariat; workload affects significantly employee performance of the Central Aceh District Secretariat; Job satisfaction affects significantly employee performance of the Central Aceh District Secretariat; competence indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction; work culture indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction; workload indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction. These findings contribute to updating the previous theories, and the model can be a reference for practitioners especially in the Central Aceh District Secretariat. The novelty lies in the integration of the previous causality models, and with the new object. Further researchers can develop the model by adding some variables such as gender as moderation or employee engagement as mediation to enrich the paradigm.

**Keywords:** Competence, Work Culture, Workload, Job Satisfaction, and Employee Performance.

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### 1. Introduction

The performance of the employees of the Central Aceh District Secretariat, one the government institution in Indonesia, is the result of the quality and quantity of work achieved by the employees of the Central Aceh District Secretariat following their area of duties and responsibilities. Based on observations made by the author, it turns out that employees at the Central Aceh District Secretariat still do not show the performance as expected by the leadership or the community's expectations, especially on community services.

To improve employee performance, of course, some factors can influence it, namely job satisfaction felt by all employees at the Central Aceh District Secretariat. Job satisfaction referred to in this study is the emotional feeling felt by employees when carrying out their main tasks and functions, as well as the satisfaction in establishing relationships between colleagues in the office and establishing harmonious relationships between leaders and subordinates and subordinates with the leaders.

Factors that cause low employee performance are determined by competence, work culture, and workload. The low achievement of employee performance is caused by job satisfaction factors felt by employees. This can be seen by several indicators such as employees feeling happy while working at the Central Aceh District Secretariat, then there is mutual respect between colleagues and the attitude shown by the leadership to each employee and the ability of employees to overcome boredom at work.

For each individual, research on the factors or sources that can provide job satisfaction for members of the organization is carried out to find any factors that in principle can truly provide job satisfaction for the members of the organization. Whereas for organizations, job satisfaction research is carried out to strive to increase productivity and reduce costs through improvements in employee behavior, then for certain communities, job satisfaction research of organizational members will, in turn, have a positive impact in being able to enjoy the work of the organization or social consensus as expected.

Then other factors that influence the increase in job satisfaction and employee performance are related to employee competence. Where the phenomenon is related to employee competence in the Central Aceh District Secretariat which is still low, it can be seen that there are still many employees who have not attended training in the field of service as many as 46 people out of 139 in total, then as many as 21 employees have not participated in training in the field of increasing community empowerment. organized by the Regional Secretariat of Central Aceh District.

To improve performance, an employee is required to have competencies that are following the main tasks and functions of each employee. Thus an employee must have competence in the field of their duties namely competence in the field of government administration and service to the community. Competence is a specification of the knowledge, skills, and attitudes that a person has and their application in work, following the performance standards required by the field.

Competencies that should be possessed by a professional employee include the insight component in the field of government administration. It is found that in reality, there are still many employees who are not yet competent as a professional employee, this is supported by the following facts: 1) Many employees are less proactive towards changes in organizational structure and work management (SOTK) policies, 2) Many employees are found. lazy to make a work plan, 3) There are still many employees who are tech-savvy about technology, this illustrates that they have not been able to access technological advances, especially in the field of information. 4) There are still many employees who have not been able to achieve the quality of work expected by the leadership.

Then the work culture factors of employees in the Central Aceh District Secretariat environment also influence increasing employee job satisfaction and also have an impact on improving overall employee performance. This can be seen from the innovations and risk-taking done by employees, the attention to the details of the work to be completed as well as the orientation of results that must be achieved within a certain time and the existence of team orientation. Work culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that are shared and binding in a particular community (Robbins & Judge, 2017).

The work culture that occurs in the Central Aceh District Secretariat is very influential in improving employee performance, especially in improving services to the community. The work culture within the Central Aceh District Secretariat is not only functioning as a shaper of identity but is also a basic asset to increase the enthusiasm and motivation of employees and as a social control that encourages all employees to commit to the progress of the organization in the future. The function of the work culture is to facilitate the rise of commitment to a greater than personal interests and as a claimant in forming the attitudes and behavior of

employees in carrying out daily tasks to provide a good climate and work motivation for each employee's duties.

While the workload factor also has a good impact on increasing employee job satisfaction and also has an impact on improving employee performance. This certainly will affect the achievement of employee performance. As for employees who get high workloads and employees who get lighter workloads, it certainly creates a gap between employees who get more workloads compared to employees who get lighter workloads, while the amount of compensation (compensation) it receives the same between employees who get more burden than employees who get light workloads.

Based on the phenomena that occur in the Central Aceh District Secretariat related to the still low job satisfaction of employees and also the low performance of employees, which is influenced by several factors or variables such as the level of employee competence, work culture of employees, and workload that is still not suitable. This is reinforced by the results of research conducted by (Kamidin, 2010) which states that the competencies possessed by employees can improve employee performance and the results of research conducted by (Shahzad, Luqman, Khan, & Shabbir, 2012) who find that work culture influences employee performance, then workload owned by an employee will also have an impact on improving the performance of an employee, (Mudayana, 2010), this is because an employee feels rewarded in his work environment for carrying out challenges at work.

## **2. Literature Review**

### **Employee Performance**

Management to achieve high human resource performance is intended to improve the company as a whole (Kartono, 2009). According to (Waldman, 1994) performance is a combination of behavior with the achievement of what is expected and the choice or part of the terms of the task that exist in each individual in the organization. Meanwhile, according to (Mangkunegara, 2010) performance is the result of the quality and quantity of work that can be achieved by an employee in carrying out tasks following the responsibilities given to him.

Performance is the result or level of the overall success of a person during a certain period in carrying out the task compared to the standard of work, targets, or criteria that have been determined in advance and have been agreed upon (Rivai & Sagala, 2014). Rivai further stated that performance does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities, and individual traits. In other words, performance is determined by ability, desire, and environment. Therefore, to have good performance, one must have a high desire to do and know they work and can be improved if there is a match between work and ability.

### **Job Satisfaction**

Job satisfaction is felt by employees because there are things that underlie it. Someone will feel comfortable and the level of loyalty at his job will be high if at work the person gets job satisfaction following what is desired. Job satisfaction is a reflection of workers' feelings towards their work. According to (Masrukhin & Waridin, 2006) job satisfaction of an individual depends on individual characteristics and job situations. Each individual will have a different level of job satisfaction following the interests and expectations of these individuals so that the level of satisfaction felt higher, and vice versa.

Meanwhile, (Davis & Newstrom, 1993) argued that job satisfaction is the favorability or unfavorability with employees view their work. (Luthans, 2012) defines job satisfaction "is the way an employee feels about his or her job" (is the way employees perceive themselves or their jobs).

According to (Daft & Marcic, 2008), said that: "The human element plays an important role in the process of a job, he states that however perfect the plans, organization, and supervision and research, if they cannot carry out their duties with interest and joy then the company will not achieve as many results as it actually can. "

Employees spend most of their time working and this part of their life must be made in such a way that is fun and satisfying. Job satisfaction is also someone's feeling about the work he is engaged in. So job satisfaction itself is related to employee expectations and what is obtained from work.

The concept of thought above when related to the reality that exists in an organization, basically the leader always tries to create positive value conditions in the work environment of his employees, such as creating a pleasant work situation by creating it and good relations between the leader and employees structurally or functionally, also among fellow employees besides always paying attention to employee welfare and so on.

Job satisfaction shows the compatibility between a person's expectations that arise with what he expects. These expectations can be a set of needs, desires, desires, and past experiences that unite and form work expectations. Job satisfaction can be used as a measure of the process of sustainable climate development in an organization. In this case, high job satisfaction is desired by managers because it can be associated with the positive results they expect. And high job satisfaction is also a sign of a well-managed organization and reflects an effective managerial function.

### **Competence**

According to (Hartati, 2005), competence is the ability to carry out tasks following science and skills and technology and experience relevant to the task field to develop the relevant work motivation and improve performance.

The more competencies considered in the human resource process will further enhance organizational performance. Likewise, it is necessary to communicate organizational values and standards, analyze and improve organizational culture, select and recruit workers, assess and develop the workforce, develop leaders, manage planning processes, build a foundation for training strategies, and form competency processes.

According to (Wibowo, 2016), competence is an ability to carry out or do a job or task based on knowledge and skills and is supported by work attitudes required by the job as the ability of a person to produce work at a satisfactory level including the ability to apply skills and knowledge, showing the characteristics of the knowledge and skills possessed or needed in carrying out the task, explaining what someone is doing at work at various levels and detailing the standards of each level, defining the characteristics, knowledge, and skills needed by individuals in carrying out tasks to achieve quality standards work".

### **Work Culture**

Work culture is also called organizational culture, organizational culture is often also referred to as work culture because it cannot be separated from the performance. The organization culture according to (J. Peters & H. Waterman, 1982), as a pattern of basic assumptions found, created, or developed by a particular group with the intention that the organization learns to overcome the problems that arise due to external adaptation and internal integration. (Shahzad et al., 2012) explained that organizational culture is a form of reference for the interaction of organizational members and a form of reference for interaction with outsiders. Meanwhile according to (Robbins & Judge, 2017) work culture is a shared perception shared by the members of the organization.

Culture is the plural form of the words mind and power which means love, intention, and taste. The word culture comes from Sanskrit Buddhism, which is the plural of the word

Budi, which means Buddhism which means mind or reason. Then this understanding develops in the sense of culture, which is as all human power and activities to process and change nature.

### **Workload**

According to (Haryanto, 2014) workload is the number of activities that must be completed by a person or group of people during a certain period under normal conditions. by an organizational unit or position holder within a certain period.

Meanwhile according to Permendagri No. 12/2008, the workload is the amount of work that must be borne by an office or organizational unit and is the product of work volume and time norms.

(Widjajanti & Widodo, 2014) stated that organizing government, development, and community services, requires high ability and proficiency (professionalism) with several requirements. Therefore, state administration can be categorized as a profession, where not everyone can carry out state administration, except for people with a higher education background, and have adequate experience, skills, skills, and expertise.

Then in the opinion of (Robbins & Judge, 2017) the level of employee performance will largely depend on the ability of the employee's abilities such as the level of education, knowledge, experience where the higher level of ability will have higher performance as well. Thus the low level of education, knowledge, and experience will negatively impact employee performance. So that government employees are required to have certain qualifications because not everyone has the expertise required to complete the work. So the low performance of employees due to the low ability of employees.

### **Previous Research Review**

(Rahardjo, 2014) using the Structural Equation Model (SEM) proved that competence and leadership styles influence improved employee performance. The research was conducted by (Yousefi, Taherkhani, & Ghardashkhani, 2014) using multiple regression analysis revealed that competence influences on improving employee performance. Then the research conducted by (Khan et al., 2014), revealed that work stress and work environment affect employee performance, while the desire to move has a negative effect.

### **Research Hypothesis**

- H1: competence effects significantly job satisfaction of the Central Aceh District Secretariat;
- H2: Work culture affects significantly job satisfaction of the Central Aceh District Secretariat;
- H3: Workload effects significantly job satisfaction of the Central Aceh District Secretariat;
- H4: competence affects significantly employee performance of the Central Aceh District Secretariat;
- H5: Work culture affects significantly employee performance of the Central Aceh District Secretariat;
- H6: workload affects significantly employee performance of the Central Aceh District Secretariat;
- H7: Job satisfaction affects significantly employee performance of the Central Aceh District Secretariat;
- H8: competence indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction;
- H9: work culture indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction;
- H10: workload indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction.

### 3. Research Method

The location of this research was carried out at the Central Aceh District Secretariat. The research sample was taken using a census technique, which is taking the entire population, wherein this study the population was 144 people. This research was verification research, with data analysis tools used in this study were structural equation modeling (SEM) that enable the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2014). For the indirect effect test, this study also used the Sobel test to provide the analysis.

### 4. Result

Analysis of the results of data processing at the full SEM model stage was carried out by conducting a suitability test and a statistical test. The results of data processing for the full SEM model analysis are shown in the following figure:

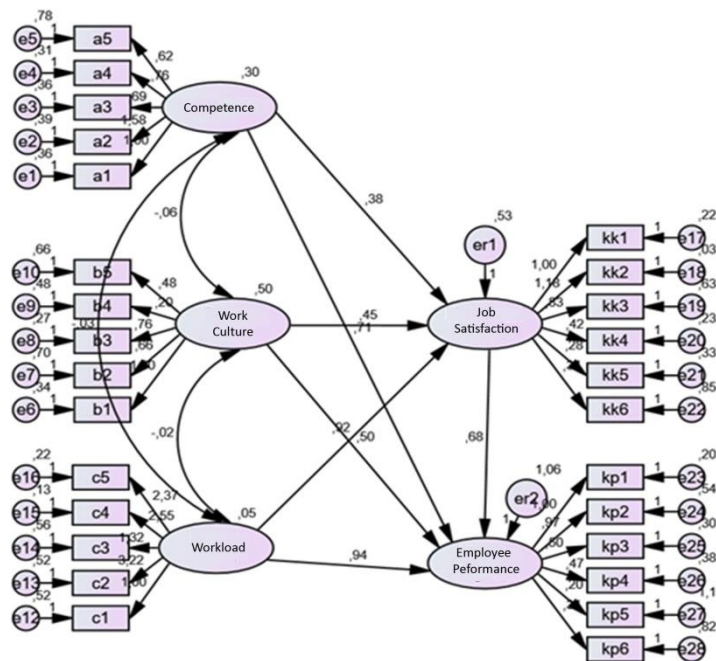


Figure. 1. Structural Equation Model (SEM) Test Results

#### H1: Competence Affects Significantly Job Satisfaction of Central Aceh District Secretariat

The result of measuring the significance of the effect of competence on job satisfaction indicates a CR value of 6.323 and a level of significance of 0.000. It describes that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H1 acceptance. Thus H1 is accepted that competence influences job satisfaction at the Central Aceh District Secretariat.

#### H2: Work Culture Affects Significantly Job Satisfaction of Central Aceh District Secretariat

The result of measuring the significance of the effect of work culture on job satisfaction indicates a CR value of 8.626 and a level of significance of 0.000. It explains that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H2 acceptance. Thus H2 is accepted that

work culture influences job satisfaction at the Central Aceh District Secretariat.

### **H3: Workload Affects Significantly Job Satisfaction of Central Aceh District Secretariat**

The result of measuring the significance of the effect of workload on job satisfaction indicates a CR value of 10.101 and a level of significance of 0.000. It reveals that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H3 acceptance. Thus H3 is accepted that workload influences job satisfaction at the Central Aceh District Secretariat.

### **H4: Competence Affects Significantly Employee Performance of Central Aceh District Secretariat**

The result of measuring the significance of the effect of competence on employee performance indicates a CR value of 13.772 and a level of significance of 0.000. It shows that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H4 acceptance. Thus H4 has accepted that competence influences employee performance at the Central Aceh District Secretariat.

### **H5: Work Culture Affects Significantly Employee Performance of Central Aceh District Secretariat**

The result of measuring the significance of the effect of work culture on employee performance indicates a CR value of 8.919 and a level of significance of 0.000. It describes that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H5 acceptance. Thus H5 has accepted that work culture influences employee performance at the Central Aceh District Secretariat.

### **H6: Workload Affects Significantly Employee Performance of Central Aceh District Secretariat**

The result of measuring the significance of the effect of workload on employee performance indicates a CR value of 10.393 and a level of significance of 0.000. It explains that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H6 acceptance. Thus H6 has accepted that workload influences employee performance at the Central Aceh District Secretariat.

### **H7: Job Satisfaction Affects Significantly Employee Performance of Central Aceh District Secretariat**

The result of measuring the significance of the effect of job satisfaction on employee performance indicates a CR value of 7.396 a level of significance of 0.000. It explains that the CR value is above the t table value = 1.97 (n = 144), and the significance value is under 0.05, so both values have obtained the eligibility for H7 acceptance. Thus H7 is accepted that job satisfaction influences employee performance at the Central Aceh District Secretariat.

### **H8: Competence Affects Significantly Employee Performance through Job Satisfaction of Central Aceh District Secretariat**

The result of measuring the indirect of competence on employee performance through job satisfaction obtained an indirect coefficient of 0.273 and a level of significance of 0.000. Thus it can be reveals that competency indirectly influences employee performance through job satisfaction of the Central Aceh District Secretariat. In this model, job satisfaction roles as

a partial mediation.

### **H9: Work Culture Affects Significantly Employee Performance Through Job Satisfaction of Central Aceh District Secretariat**

The result of measuring the indirect of work culture on employee performance through job satisfaction obtained an indirect coefficient of 0.328 with a significance of 0.000. Thus it can be concluded that the work culture indirectly influences employee performance through job satisfaction of the Central Aceh District Secretariat. In this model, job satisfaction roles as a partial mediation.

### **H10: Workload Affects Significantly Employee Performance Through Job Satisfaction of Central Aceh District Secretariat**

The result of measuring the indirect workload on employee performance through job satisfaction obtained an indirect coefficient of 0.664 with a significance of 0.000. Thus it can be concluded that workload indirectly influences employee performance through job satisfaction of the Central Aceh District Secretariat. In this model, job satisfaction roles as a partial mediation.

## **5. Conclusion And Recommendation**

The result shows that competence affects significantly job satisfaction of the Central Aceh District Secretariat; Work culture affects significantly job satisfaction of the Central Aceh District Secretariat; Workload affects significantly job satisfaction of the Central Aceh District Secretariat; competence affects significantly employee performance of the Central Aceh District Secretariat; Work culture affects significantly employee performance of the Central Aceh District Secretariat; workload affects significantly employee performance of the Central Aceh District Secretariat; Job satisfaction affects significantly employee performance of the Central Aceh District Secretariat; competence indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction; work culture indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction; workload indirectly affects significantly employee performance of the Central Aceh District Secretariat through job satisfaction. These findings can contribute to updating the previous theories, and the model can be a reference for practitioners especially in the Central Aceh District Secretariat. The novelty lies in the integration of the previous causality models, and with the new object. Further researchers can develop the model by adding some variables such as gender as moderation or employee engagement as mediation to enrich the paradigm.

Some recommendations are also provided. To improve the performance of employees of the Central Aceh District Secretariat based on a competency perspective, it is expected that leaders will be able to improve the knowledge capabilities of the employees to be better, to be in line with their duties and functions and have an impact on improving employee performance. Then the problem of work culture to increase job satisfaction and organizational performance, what needs to be improved is that employees must be able to always obey all the rules that apply in the organizational environment.

For the improvement of individual performance and organizational performance based on workload, what needs to be considered is the salary given to all employees must be able to meet the living needs of employees with their families so that employees feel calm in carrying out their duties and functions. Furthermore, To increase overall job satisfaction of the Central Aceh District Secretariat, what needs to be considered is the ability of all employees to improve the quality of work produced by employees, to meet the targets set by the leaders.



And, to improve the performance of the staff of the Central Aceh District Secretariat, what needs attention is ensuring whether the implementation of service activities is following established procedures or not so that the work can run smoothly.

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