The Effect of Competence and Workload on the Work Achievement of Government Employees in Several Allied Institutions in the City of Mataram

Asmiwati[1], Surati[2], Dwi Putra Buana Sakti[3]

[1]University of Mataram, Faculty of Business and Economics, Master of Management Program,
Pendidikan Road No.37 Mataram, West Nusa Tenggara 83125, Indonesia

[2, 3]University of Mataram, Faculty of Business and Economics,
Pendidikan Road No.37 Mataram, West Nusa Tenggara 83125, Indonesia

Abstract: *This study aims to determine the Effect of Competence and Workload on Civil Servants' Work Achievements at the Civil Service Agencies in Mataram City. The type of research used in this study is causal associative research. The method of data collection in this study is a population census / research method in which all samples were made respondents, the population in this study were all Civil Servants in Some Family Institutions in Mataram City who were staffed, which consisted of 3 (Three) Agencies including namely the Department of Agriculture of Mataram City as many as 98 people, Mataram City Fisheries Service as many as 23 people and the Mataram City Food Security Service as many as 15 people, so the number of respondents who are civil servants / staff of several cognate agencies in Mataram City are 136 people. All populations were made respondents by statistical analysis tools using multiple linear regression. The results of this study indicate that; 1) competence has a positive and significant influence on the work achievement of civil servants in allied institutions in the City of Mataram. This shows that the higher the competency possessed by an employee, the higher the work achievement of employees; 2) the workload of the research results shows that the regression coefficient of the workload variable is 0.303 and the significance value is 0.002. This value indicates that workload has a positive and significant influence on work achievement (Y); 3) the competence of the research results shows that in terms of aspects of the coefficients model, the competency (X1) is 0.313 while the workload (X2) is 0.303. This means that competence is the most dominant factor influencing civil servants in cognates in the City of Mataram when compared to workload.*

Keywords: Competence, Workload, Work Achievement

1. Introduction

In this globalization era, the need for resilient human resources cannot be denied. Human resources are an integrated ability of the power of thought and physical power possessed by an individual. The ability of human resources cannot be seen from one side only, but must cover the whole of their thinking power and physical strength. In order for an organization to fulfill an increasingly complex competition, organizations need people who are able to adapt quickly to any changes that occur. Therefore, human resources working in an organization, the ability to think of course, he must use to solve all problems at work, for that every organization in achieving its vision and mission and maintaining sustainability need to adapt quickly and precisely to changes that occur both internally or external.

The role of human resources as a driver in carrying out organizational activities is very influential because human resources are able to adapt quickly in the face of various changes that occur. Human resources in this case are employees who work in the organization in carrying out their roles and functions are required to perform and have high productivity so that the organization needs to make efforts so that the performance and productivity of its employees are maintained. One of the efforts that needs to be done is through increasing employee performance.

One important aspect in managing HR in an organization is the placement of employees. According to According to Hasibuan (2007.63), placement must be based on the job description and job specification that have been determined, and guided by the principle "the right man on the right place and the right man behind the job". This will bring an organization to the optimal work results because there is a positive correlation between the placement of employees with increased work productivity.

Placement of employees in positions that match their competence is one of the determining factors in improving work achievement. Competence is the basic characteristic of an individual who influences the way of thinking and acting, generalizes on all situations faced, and lasts long enough in human beings (Ruky, 2006: 104).

In addition to competency factors, employee work achievement can also be influenced by workload. Providing a good workload can provide clarity for employees to be able to perform their duties properly in accordance with the workload that is the responsibility of employees and prevent the possibility of overlapping work which throws responsibility to each other if something goes wrong in carrying out a job. So that it can be beneficial for the continuity and development of the organization to achieve its objectives. Every organization always strives for employees who are involved in the activities of the organization to provide good work achievement, by providing a good workload, the performance of the employees will increase. Likewise, an organization will be able to achieve its stated

goals.

Workload is a group or a number of activities that must be completed by a sustu organization unit or an office holder within a certain period of time (Dahnia, 2010: 16). In giving the workload. It can be in the form of a physical workload that clearly has more work to use physical activities and how much mental workload in the work carried out using more psychological activities, thinking and analyzing.

The purpose of this study is 1) To test and analyze the influence of Competence on the Performance of Civil Servants' Work in cognate institutions in the City of Mataram. 2) To test and analyze the effect of Workload on the Achievements of Civil Servants' Work at the cognate institutions in the City of Mataram. 3) To test and analyze variables that have a more dominant influence on Civil Servants at cognate institutions in the City of Mataram.

2. Literature Review

2.1. Work Achievement

According to the understanding contained in the circular of the State Civil Service Administration Agency Number: 02 / SE / 1980 cited by Harjianto (2010: 29), that work achievement is a result of work that can actually be achieved by a civil servant in carrying out tasks that are charged . while the work achievement can be influenced by the skills, skills, experience and sincerity of the relevant civil servants. Therefore, it can be said that what is meant by achievement is the work achieved by an employee in carrying out work which is expected to contribute to the achievement of organizational goals in carrying out tasks in accordance with their expertise so as not to overlap between employees at work.

Byar & Rue in Sutrisno (2011: 151) states that there are two factors that influence work achievement, namely individual factors and environmental factors. The desire for achievement is one of the needs of every human being. Achievement is a mirror of the successful management of labor in an organization. In the end, organizational human resource development is aimed at achieving more adequate work achievement (Harijanto, 2010: 29). According to Mangkunegara (2002: 33), that the factors that influence work achievement are factor abilities and motivational factors. In this study the factors studied further to determine the effect on work achievement, namely: 1) individual factors (Competence) and 2) organizational factors (Workload). The work achievement indicators used in this study, namely: 1) Quantity, 2) Quality, 3) Time, 4) Service Orientation, 5) Integrity, 6) Discipline, 7) and Cooperation.

2.2. Competence

Utapea and Thoha (2008: 28) reveal that there are three main components of the formation of competencies, namely the knowledge one possesses, the ability and behavior of individuals. Knowledge (skills) skills (skills) and attitude (attitude).

Sofo (1999: 123) suggests "A Competency is composed of skill, knowledge, and attitude, but it is particular to the consistent applications of skill, knowledge, and attitude to the standard of performance required in employment". In other words, competence does not only contain knowledge, skills and attitudes. But what is important is the application of the knowledge, abilities and attitudes needed in the work. Besides that Chatab (2007: 93) states that knowledge, ability and attitude as the main factors that drive individual behavior to achieve certain performance.

According to Scale in Sutrisno (2011: 201) argues that competence is literally derived from the word competence which means skills, abilities and authority. According to spencer and specer in Sutrisno (2011: 201) states that competence is an underlying characteristic of an individual associated with the results obtained in a job.

2.3. Workload

Permendagri No. 12/2008 states that workload is the amount of work that must be carried by a position / organizational unit and is the product of work volume and time norm. If the ability of workers is higher than the demands of work, boredom will emerge. But on the contrary, if the worker's ability is lower than the demands of the work, there will be more fatigue. Mahfudz, Muhammad (2017; 56).

Workload is a set or number of activities that must be completed by an oganization unit or position holder in a certain period of time (Dahnia, 2010: 16). According to Moekijat (2004), workload is the volume of work or records of work results that can show the volume produced by a number of employees in a certain part. According to Munandar (2001: 381) classifying the workload into 2 (two) intrinsic factors in the work include factors of physical demands and demands of the task.

2.4. Hypothesis and Framework

Based on the background, the purpose of the research and the above theoretical basis, the hypothesis of this study are:
1) Competence has a positive and significant effect on the Achievement of Civil Servants'.
2) Workload has a positive and significant effect on the Achievement of Civil Servants'.
3) Competence has a more dominant influence on the Achievement of Civil Servants'.

The results of previous studies that are relevant so that it is used as reference material and comparison in order to clarify concepts related to the influence of competencies including Anita (2013). Based on the formulation of the problem and the theoretical basis above. Then the conceptual framework of this research can be summarized briefly as follows:
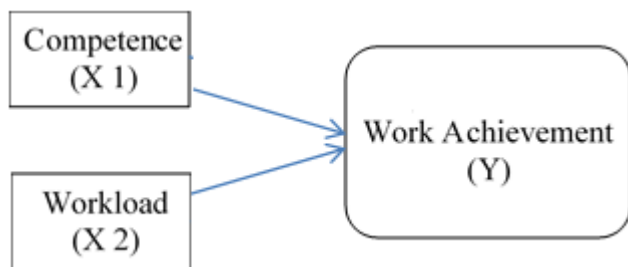
Figure 1: Research Framework

3. Research Method

This type of research is the type of research used is associative causal research. The method of data collection in this study was the survey sample method that became the population in this study were all civil servants who were staffed at several cognate institutions in the city of Mataram with 136 people measured by statistical analysis tools using multiple linear regression in allied institutions in the city of Mataram.

Based on the conceptual framework of the study, the variables studied consisted of 2 (two) types, first is Independent variable, namely Competence as variable X1 is the respondent's perception / perception regarding the capacity possessed by employees associated with the work carried out; which is measured by several indicators:

X1.1 = Knowledge (Knowledge): responses / perceptions of respondents regarding the suitability of knowledge / education possessed by the field of work.

X1.2 = Ability (Skill): responses / perceptions of respondents regarding skills / skills to do things well and skillfully.

X1.3 = attitude (attitude): responses to respondents' perceptions of feelings such as happy-not happy, like-dislike, agree-disagree with an object (assignment given).

Workload as variable X2 is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time (Suwatno, 2003).

X2.1 = Physical Load: respondent's responses / perceptions of the responsibilities (work) given make the health conditions less so that it is necessary to improve the performance of employees to participate.

X2.2 = Mental Load: respondent's perception / response regarding the completion of too many tasks, carrying out assignments that are not his job, doing more than one job which must be resolved in the pressure of time.

Dependent variable (dependent variable), also called the Y variable, namely work achievement is the response / perception of the respondent to the work that can actually be achieved by a civil servant in carrying out the duties and responsibilities given to him, which is where the work achievement assessment can be done by combining several indicators in the aspects of work objectives of civil servants

and aspects of work behavior; which is measured by several indicators including the following:

Y1.1 = Quantity: respondent's responses / perceptions regarding assessment related to the number or number of jobs that can be completed.

Y1.2 = Quality: responses / perceptions of respondents regarding assessment related to accuracy, accuracy and neatness in carrying out work.

Y1.3 = Time: respondent's responses / perceptions regarding the assessment related to the timeliness of work completion.

Y1.4 = Service Orientation: responses / perceptions of respondents regarding assessment related to employee attitudes and work behavior in providing the best service to the community, work colleagues and superiors.

Y1.5 = Service Integrity: respondents' responses / perceptions of assessment are related to the ability to act in accordance with the values, norms and ethics of a government organization.

Y1.6 = Discipline: respondent's responses / perceptions regarding assessment related to the ability of employees to comply with obligations and avoid restrictions that have been determined in government regulations in an organization.

Y1.7 = Collaboration: responses / perceptions of respondents regarding assessment related to the willingness and ability of employees to cooperate with co-workers, both superiors, subordinates in completing work, duties and responsibilities in a government organization.

4. Research Findings and Discussion

4.1. Research Findings

Competence is an ability possessed by an employee to carry out work or assignments based on skills and knowledge, and support by the work attitude of the employees demanded by the work to be completed on time. In this study there are 10 items of questions to measure competency variables (X1), each of which has 5 (five) ordinal scale categories which are measured by likert 1-5. In addition, respondents' perceptions of competence are reflected by 3 (three) indicators, including: 1) Knowledge, 2) Skill, and 3) Attitude.

The average of all indicators in the competency variable, it can be stated that the competence of civil servants in allied institutions in the city of Mataram is included in the competent category with an average number of 3.91. In this case the employees want to learn even though they are becoming employees, besides that, while the efforts of employees to improve their work achievement must be supported by all components in an organization, especially in improving the competence of civil servants in fostering the willingness and desires of each employee to make changes concerning, science, attitudes and behavior to be

implemented consequently, so that in reality it can be seen as a good work to achieve good, advanced and developing work productivity in an organization that is in the government of the city of Mataram in particular.

Workload is the respondent's response to a condition where a civil servant is required to do work in a predetermined amount or even more than one job in a certain period of time with the availability of time that can be less to complete the task or work. Which is where the workload is in the form of opinions / perceptions of responses about the demands of work that must be completed by the respondent. In this study statements used in measuring workload are 10 questions. Based on the results of the data processed from the answers of each respondent studied, it can be seen that the average of each statement related to the workload is high and some are in the moderate category.

The indicators of Workloads received by Civil Servants at cognate institutions in Mataram City are included in the High category with an average of 3.49. In this case the civil servants do their work according to the specified amount of time, whether seen from the aspect of working more than one task at a time, as well as aspects of performing tasks that are not their job, then a respondent is able to do more than one job because the respondent is painstaking in dividing assignment or time in carrying out an activity that is in each of the Budget implementation Documents whose source of funds comes from the area called DPA or in operational activity guidelines whose source of funds comes from the center called the APBN.

Work achievement is the result of work that can actually be achieved by a civil servant in carrying out the duties and responsibilities given to the respondent. In this case there are 21 items to measure Work achievement Variables (Y), each of which 5 (five) categories are ordinal scale with a likert 1-5. respondents' responses / perceptions of work achievement are reflected by 7 (seven) indicators, among others, namely: 1) Quantity, 2) Quality 3) Time, 4) Service Orientation, 5) Integrity, 6) Discipline and 7) Cooperation.

That Civil Servants in Even Agencies in Mataram City are included in the Good category with an average of 4.17. Which is where respondents have good work achievement. This shows that civil servants have the skills and ability to master all the ins and outs of the field of work given or assignments given to them where a respondent has experience, wants to learn in carrying out tasks and quickly adjusts to the assignments so that work can be completed according with the rules that apply in the City Government.

Based on the analysis tool used in this study, namely multiple linear regression analysis, it will be possible to consider the absence of violations of classical assumptions. In this study the normality test or regression model can be seen in Table 1.

Table 1: One-Sample Kolmogorov-Smirnov Test

	Ustandardized Residual
N	128
Normal Parameters Mean	0
Std, Deviation	0.30923822
Most Extreme Differences Absolute	0.08
Positive	0.05
Negative	-0.08
Kolmogorov-Smirnov Z	0.901
Asymp.Sig. (2-tailed)	0.391
Test Distribution is Normal	

Based on the Table 1 it is known the significance value of Asymp. Sig of 0.391 is greater than 0.05. So according to the decision making in the kologorov-smirnov normality test above, it can be concluded that the data distribution is normal. Thus, the requirements for normality in the regression model have been fulfilled.

Table 2: Multicollinearity Test Results

Model	Collinearity Statistices	
	Tolerance	VIF
Competence (X1)	0.990	1.010
Workload (X2)	0.990	1.010

Table 2 shows that all variables are based on the Multicollinearity Test table, it is known that the tolerance value of the competency variable (X1) and Interest Variable (X2) is 0.990 greater than 0.10. while, the VIF value for the competency variable (X1) and Interest Variable (X2) is 1.010 <10.00. Referring to the basis of decision making in the Multicollinearity Test it can be concluded that there are no symptoms of multicollinearity in the regression model.
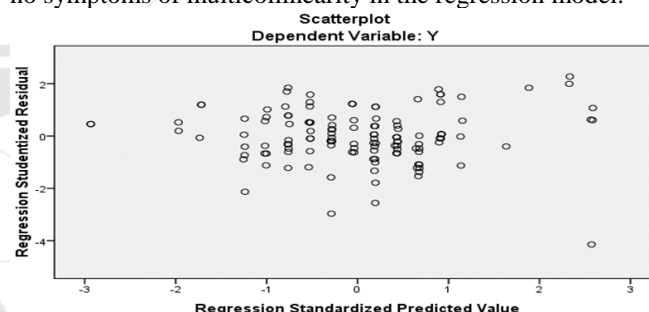

Figure 2: Heteroscedasticity Test

Figure 2 shows that based on the output scatterplots above it is known that spreader data points above and below or around number 0, points do not collect just above or below, the spread of data points does not form a wavy wavy pattern then narrows and widens again and the spread of non-patterned dots. Thus, it can be concluded that there is no Heteroscedasticity problem, so that a good and ideal regression model can be fulfilled.

Multiple linear regression test is used to determine the magnitude of the influence and or describe the form of the relationship between independent variables on the dependent variable. The complete results of multiple linear regression test can be seen in Table 3 below:

Table 3: Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	2.722	0.320	8.510	0.000
Competence (X1)	0.313	0.067	4.704	0.000
Workload (X2)	0.303	0.060	4.045	0.002

Based on the results of multiple linear regression analysis in Table 1, the regression equation can be produced as follows:

$$Y = 2{,}722 + 0{,}313\,X1 + 0{,}303\,X2 + e$$

A constant of 2.722 means that if the independent variables X1 and X2 are assumed to be 0 or considered constant, then the value of the dependent variable Y is 2.722. This means that before and or without the existence of competencies and workloads, the work achievement of civil servants at several cognate institutions in Mataram City is 2,722.

Competency Variable Coefficient (X1) of 0.313, which means that if the Competency Variable (X1) decreases by one unit, it will cause an increase in the Variable Presence of Civil Servants Work in some cognates in Mataram City by 0.313 assuming another independent variable is constant. A positive sign shows a change in the direction.

Workload Variable Coefficient (X2) of 0.303 which means that if the Workload Variable (X2) has one unit decrease, it will cause an increase in Work achievement Variable (Y) of 0.303 assuming another independent variable is constant. A positive sign shows a change in the direction.

Competency variable (X1) has a positive sign with a significant value of 0,000 and the level of significant α (alpha) used is 0.05; hence the significant <level of significant α (alpha) (0.000) <0.05) so that Ho is rejected and Ha is accepted. This means that the Competency variable (X1) has a positive and significant effect on Work achievement Variables (Y). Likewise the Workload coefficient (X2) has a positive sign with a significant value of 0.002 and the level of significant α (alpha) used is 0.05; hence the significant <level of significant α (alpha) (0.002) <0.05) so that Ho is rejected and Ha is accepted. This means that Workload (X2) has a positive and significant influence on Work achievement Variables (Y).

Table 4: F Test (Anova) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.177	2	1.089	11.204	0.000
Residual	12.145	125	0.097		
Total	14.322	127			
- Predictors: (Constant), X₂, X₁			R² : 0,152		
- Dependent Variable : Y			R² adjusted : 138		

Table 4 shows that the significant value of 0,000 and the level of significant α (alpha) used is 0.05; hence the significant <level of significant α (alpha) (0,000 <0,05) so that Ho is rejected and Ha is accepted. This means that Competency Variables (X1) and Workload Variables (X2) have a positive and significant effect simultaneously on Work achievement Variables (Y).

4.2. Discussion

Based on the test results Hypothesis proves that the Competence variable has a positive and significant influence on the work achievement of civil servants in allied institutions in the City of Mataram. This shows that if the competencies possessed by civil servants at the cognate institutions in the City of Mataram, then the work achievement of civil servants increases, so that the placement of employees in positions should consider their competencies, especially the qualifications of education and work experience.

The suitability of competence with the placement of employees also has a positive effect on the employee's work achievement. The higher the match between competence and work placement of an employee, the higher the work achievement of the employee. on the contrary the incompatibility between the competencies possessed by the employee's work placement, will be able to cause a decrease in work achievement. This is in accordance with the theory of Sriwidodo. & Haryanto (2010: 56) which states that performance (work achievement) and effectiveness of employees in carrying out tasks are largely determined by the competencies required by the field of work. Through increasingly adequate competencies one will be more mastered and able to practice practically all work tasks according to the job description specified.

According to Wibowo (2007: 86) argues that competence is "an ability to carry out or do a job or task based on skills and knowledge, as well as support by the work attitude demanded by the job".

Utapea and Thoha (2008: 28) reveal that there are three main components of the formation of competencies, namely the knowledge one possesses, the ability and behavior of individuals. Knowledge. Skills (skills) and attitude (attitude). Knowledge of employees also determines the success or failure of the tasks assigned to him, employees who have sufficient knowledge increase the efficiency of the company. Skills (skills) are an effort to carry out the tasks and responsibilities given by the company to someone's employee well and maximally. Besides the knowledge and abilities of employees, the most important thing to consider is the employee's attitude. If employees have an attitude to support the achievement of the organization, then automatically all tasks assigned to him will be carried out as well as possible (Harjianto, 2013: 9). Chatab (2007: 93) states that knowledge, abilities and attitudes are the main factors that drive individual behavior to achieve certain performance.

The results of this study support previous studies which among others were carried out by Suprayitno, et al. (2014: 276) which states that employee competency has a significant influence on employee work achievement at the Derah Secretariat of East Kalimantan Province. This means that the work achievement and effectiveness of employees in carrying out their duties are largely determined by the competencies indicated by the field of work; Udayana (2015) which states that organizational commitment is affective, continuance and normative has a significant effect on work

achievement; Widianta, Bagia, Suwendra (2016) states that work motivation and work discipline have a significant influence on employee work achievement at Naya Gawana Resort and Spa Hotels in Bali.

Based on the test results Hypothesis proves that the workload variable has a positive and significant effect on the work achievement of civil servants in allied institutions in the City of Mataram. This shows that if the workload is owned by many or the level of significance is less than 0.05, then the heavier the workload carried out by civil servants has a large influence on the level of work achievement.

Workload is a number of activities that must be completed by an organizational unit or office holder systematically by using job analysis techniques, workload analysis techniques, or other management techniques within a certain period of time to obtain information about the efficiency and effectiveness of an organizational unit (Suwanto, 2003).

According to Moekijat (2004), workload is the volume of work or records of work results that can show the volume produced by a number of employees in a certain part. The amount of work that must be completed by a group or someone in a certain time or workload can be seen in an objective and subjective perspective. Objectively is the total time spent or the amount of activity carried out. While the workload is subjectively a measure that someone uses against statements about feeling overloaded, a measure of work pressure and job satisfaction.

Workload as a concept that arises due to limited capacity in processing information. When facing a task mandated to an individual, it is expected to be able to complete the task at a certain level and in accordance with the target (on time). If the individual's limitations hamper / prevent the achievement of work results at the expected level, then there is a gap between expected level of ability and level of capacity possessed. This gap causes failure in performance, this is what underlies the importance of deeper understanding and measurement of workload (Gopher & Doncin, 1986).

The results of this study support the previous research which, among others, was carried out by Anita (2013) which states that the placement and workload is very influential on work motivation and motivation on employee performance; Whereas Christy S.G.'s research et al (2016) Effects of Work Placement and Expenses on Employee Performance at DISPORA Manado Youth and Sports Service. The results showed that the placement and workload both had a positive and significant influence on employee work achievement.

Judging from the aspect of the coefficients model, the competency (X1) is 0.313 while the workload (X2) is 0.303. This means that competence is the most dominant factor influencing civil servants in cognates in the City of Mataram when compared to workload. The influence of competencies in the direction of employee performance, in line with the theory put forward by Gibson, et al (1994: 52) that there are 3 (three) factors that affect work achievement are as follows: 1) individuals, 2) psychological factors and 3) organizational factors.

According to Handoko (2001: 193) many factors influence work achievement among others: motivation, job satisfaction, stress level, physical condition of work and design work.

5. Conclusion

Based on the results of hypothesis testing proving that the competency variable has a positive and significant effect on the work achievement of civil servants in allied institutions in the City of Mataram. This shows that if the competencies possessed by civil servants at allied institutions in Mataram City increase (competent), then the work achievement of the civil servants will increase.

The results of the study show that the regression coefficient of the workload variable is 0.303 and the significance value is 0.002. this value indicates that workload has a positive and significant effect on work achievement (Y). because the level of significance is smaller than 0.05, therefore it can be interpreted that the heavier the workload carried out by civil servants has a large influence on the level of work achievement.

Competence is a more dominant factor affecting the work achievement of civil servants in several cognate institutions in the City of Mataram. The results of the study show that from the coefficients model that competency (X1) is 0.313 while the workload (X2) is 0.303. This means that competence is the most dominant factor influencing civil servants in cognates in the City of Mataram when compared to workload.

References

[1] Ashari, E.T. (2010) Reformasi Pengelolaan SDM Aparatur, Prasyarat Tata Kelola Birokrasi yang Baik, tersedia di http://download.portalgaruda.org/article.php.

[2] As'ad, Moh. (2004), Psikologi Industri, Yogyakarta, Liberty.

[3] Chatab, N. (2007), Mengawal Pilihan Rancangan Organisasi, Bandung: Alfabeta.

[4] Desller, G. (2004), Manajemen Sumber Daya Manusia, Jakarta: Kelompok Gramedia.

[5] Dhania (2010). Pengaruh Stres Kerja, Beban Kerja Terhadap Kepuasan Kerja, Studi Pada Medical Representatif Di Kota Kudus. Jawa Tengah: Universitas Jendal Soedirman.

[6] Dharma, S. (2002), Manajemen Kinerja, Falasafah Teori & Penerapannya, Yogyakarta: Pustaka Pelajar.

[7] Gibson, J., Ivancevich, J.M & Donnelly, J.H.J. (1994), Organisasi Perilaku Struktur Proses, Jakarta: Binarupa Aksara.

[8] Gopher, D. & Doncin, E. (1986). Workload – An Examination of The Concept. Handbook of Perception and Human Performance. 2. 1 – 49.

[9] Harjianto, H. (2010), Pengaruh Motivasi dan Penempatan Pegawai Terhadap Prestasi Kerja Pegawai "Jurnal Progress Jurnal Ilmu Sosial dan Ilmu Politik Pakultas Ilmu Sosial dan Ilmu Politik

Universitas Tualang Bawang Nomor 37/TahunXV/ Oktober, pp:19-35, Lampung: UPTB.

[10] Hariyati, M. 2011. Pengaruh Beban Kerja Terhadap Kelelahan Kerja Pada Pekerja Lintin Manual Di PT. Djitoe Indonesia Tobacco, Surakarta: Universitas Sebelas Maret Surakarta.

[11] Hasibuan, M.SP. (2000), Manajemen Sumber Daya Manusia, Jakarta: Bumi Aksara.

[12] _____. (2003), Manajemen Sumber Daya Manusia, Jakarta: Bumi Aksara.

[13] _____. (2007), Manajemen Sumber Daya Manusia, Jakarta: Bumi Aksara.

[14] Hutapea, P. dan Thoha, N. (2008), Kompetensi Plus.Teori, Desain, Kasus dan Penerapan Untuk HR dan Organisasi Yang Dinamis, Jakrta: Pt.Gramedia Pustaka Utama.

[15] I Gede Widianta, I Wayan Bagia, I Wayan Suwendra. (2016), Pengaruh Motivasi Kerja dan Disiplin Kerja Terhadap Prestasi Kerja Karyawan, Jurusan Manajemen, Bali: Universitas Pendidikan Ganesha Singaraja.

[16] Mahfudz, Muhammad. (2017), Pengaruh Kepuasan Kinerja dan Beban Kerja Terhadap Kinerja Karyawan dan Stres Kinerja Sebagai Variabel Mediasi pada Karyawan Divisi Sales Consumer Pt Bank Negara Indonesia Persero Tbk.Magister Manajemen, Surabaya: Universitas Pancasila.

[17] Mangkunegara, AP. (2001), Manajemen Sumber Daya Manusia Perusahaan, Bandung: Remaja Rosada Karya.

[18] Mathis, R.L, Jackson, J. H. (2001), Manajemen Sumber Daya Manusia Jilid 2, Jakarta: Selaba Empat.

[19] Menpan. (1997), Definisi Beban Kerja diunduh dari http://www.academia.edu/12197612/Beban kerja (diakses pada tahun 2018).

[20] Moekijat. (2004), Manajemen Personalia dan Sumber Daya Manusia, Bandung: Mandar Maju.

[21] Notoatmojo,S.(2002)pengembangan sumberdaya manusia Jakarta.Rineka Cipta.

[22] Peraturan Menteri Dalam Negeri No. 12 Tahun 2008. Analis Beban Kerja di Departemen Kementrian dan Pemerintah Daerah.

[23] Priasmara, B. (2013) Hubungan Antara Kompetensi Pegawai Dengan Kinerja Pegawai diKantor Badan Kepegawaian Daerah Kabupaten Tana Tidung e-Jurnal Eksekutif, Vol.I, No.3,pp:361-376.

[24] Ruky, A. (2006), Sumber Daya Manusia Berkualitas Mengubah Visi Menjadi Realitas, (Cetakan keDua), Jakarta: Pt.GramediaPustaka Utama.

[25] Robbins, Stephen. (2007), Perilaku Organisasi. Jilid 2, alih bahasa. PT. Indeks Kelompok Gramedia.

[26] Robbins, P.S. (2006), Perilaku Organisasi, Jakarta: Prenhalindo.

[27] Sugiyono. (2005), Statistik Untuk Peneltian, Bandung: Cv.Alfabeta.Sutrisno,E. (2011), Manjemen Suumber Daya Manusia, Jakrta: Kencanap Prenada Media Group.

[28] Suwanto. (2003), Azas-azas Manjemen Suumber Daya Manusia, Bandung: Suci Press.

[29] Sofo, F. (1999), Human Resaurce Development, perspectives, roles and Practice Chosies,Feancisco Sofo Busines & Profesional Publishing Warriewood. N.S.W.

[30] Spencer, L. M. dan Spencer, S.M. (2008), Competence At Work, Models, For Superior Performance, New York: John Wilky & Sons. Inc.

[31] Udayana, Komang Joni. (2015), Pengaruh Komitmen Organisasi Terhadap Prestasi Kerja Karyawan PT. Sekar Nusa Baruna Cabang Singaraja, Bali Singaraja: Universitas Pendidikan Ganesha (UNDIKSHA).

[32] Wibowo. (2007), Manajemen Kinerja, Jakarta: Raja Grafindo Persada.