

# Influence of Workload and Quality of Work Life on Employee Performance with Competency Mediation

Septi Suryani<sup>1</sup>, Muryati<sup>2</sup>

<sup>1,2</sup>Master of Management Program, Universitas Widyagama Malang, Indonesia

## ARTICLE INFO

### JEL Classification:

### Corresponding author:

Septi Suryani

([suryani.septi.suryani@gmail.com](mailto:suryani.septi.suryani@gmail.com))

**Received:** 04-03-2025

**Revised:** 16-03-2025

**Accepted:** 25-03-2025

**Published:** 11-04-2025

### Keywords:

*Workload, Quality of Work Life, Employee Performance, Competency.*



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## ABSTRACT

This research aims to determine the effects of workload and Quality of Work Life Regarding Employee Performance Mediated by Competence in Employees of the Bromo Tengger Semeru National Park Center. The research was conducted on civil servants at the Bromo Tengger Semeru National Park Center. The population in this study were all civil servants who worked at the Bromo Tengger Semeru National Park Hall. The sampling technique used in this research is Probability Sampling with a total of 72 respondents. And the data is processed through software Smart Partial Least Square (PLS). The results of the data analysis that has been carried out can be concluded as follows: (1) Workload has no effect on employee performance, (2) Quality Of Work Life has a positive influence on employee performance, (3) workload has no effect on competency, (4) Quality Of Work Life able to encourage increased competence. (5) Strong competency has an effect on better employee performance. (6) Workload does not have a significant effect on employee performance and competency. (7) Quality of Work Life (QWL) plays an important role in encouraging increased employee performance, with competence as a mediator.

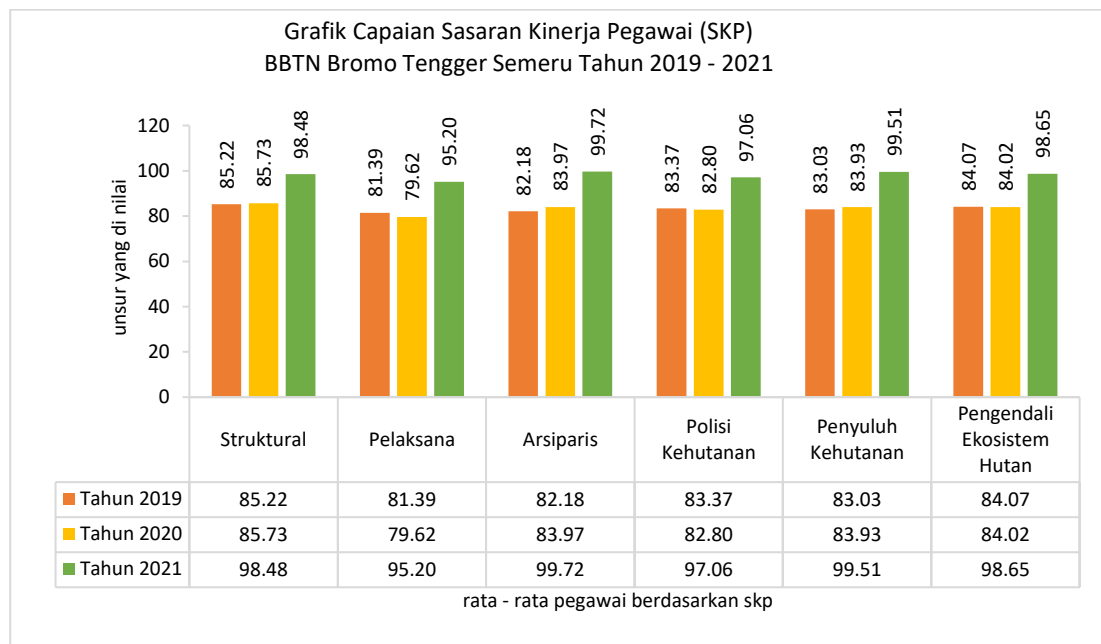
## 1. INTRODUCTION

Civil Servants (PNS) are citizens of the Republic of Indonesia who have met certain criteria, are officially determined and appointed by the Civil Service Supervisory Officer, and are given a national employee registration number. As part of the State Civil Apparatus (ASN), civil servants have an important role in carrying out government duties and carrying out other state duties. Therefore, employee development must be focused on improving the quality of human resources so that they can work effectively and professionally. Improving the quality of civil servants must be based on values such as dedication, honesty, responsibility and discipline, so that they are able to provide quality public services and support community growth. Without competent employees, government agencies will experience difficulties in achieving their goals.

Employee performance as ASN is the main factor in realizing good governance. Organizational culture and work ethics in the bureaucracy must continue to be

strengthened so that employee performance is optimal. Government agencies need to encourage employee productivity because their performance reflects the effectiveness of management and allocation of human resources. Thus, improving employee performance will have a direct impact on the quality of public services and the work results produced within the specified time period.

The Bromo Tengger Semeru National Park Center (BBTN) is the Technical Implementation Unit (UPT) of the Directorate General of Natural Resources and Ecosystem Conservation (Ditjen KSDAE) of the Ministry of Environment and Forestry. As an institution responsible for managing national parks, BBTN plays an important role in implementing the conservation of biological natural resources and ecosystems in the region. In order to maximize the performance of employees as a resource in an organization in a government institution, BBTN Bromo Tengger Semeru measures the level of employee performance achievement based on Employee Performance Targets (SKP) for 2019 to 2021 by comparing the target with the realization of each indicator. target performance. Performance Measurement for 2019 to 2021 can be described as follows:



**Figure 1.** Graphic of BBTN Bromo Tengger Semeru Employee Performance Target Achievements 2019-2021

Source: BBTN Bromo Tengger Semeru Performance Report 2019-2021  
(processed in 2024)

Based on the graph above, it can illustrate the achievement of Employee Performance Targets (SKP). BBTN Bromo Tengger Semeru in all position categories from 2019 to 2021. This data shows a significant increase in performance achievement. Even though it has increased, it has not been able to reach the optimal target, as expected (100%). Evidently, in 2019-2021 the performance scores for all categories of employees, namely structural, executors, archivists, forestry police, forestry instructors and forest ecosystem controllers, have not reached the target. The reasons for evaluating performance in positions that have not achieved targets are as follows:

Employee performance in structural positions includes managerial responsibilities and strategic decision making. Failure to achieve performance targets can be caused by a lack of cross-unit coordination, limited human resources, and policy complexity. Even though the structural position performance score increased from 85.22 in 2019, 85.73 in 2020, to 98.48 in 2021, this result still does not meet the set target. Therefore, more intensive efforts are needed, such as increasing competence, effectiveness of development programs, and continuous performance evaluation to achieve the expected standards.

The Executive position is responsible for operational tasks, however performance that has not reached targets can be caused by high workload, lack of training, and limited supporting facilities. The performance score for the Executive Position experienced fluctuations, namely 81.39 in 2019, decreased to 79.62 in 2020, then increased significantly to 95.20 in 2021, although still below the target. The increase in 2021 shows that there are efforts to improve, but not enough to meet the expected standards. Therefore, further evaluation and more effective strategies are needed to ensure consistent achievement of targets.

The Archivist position is responsible for managing documents and archives which require accuracy and a well-organized system. Archivists' performance is influenced by a lack of digitization, limited access to technology, and manual work processes that hinder target achievement. Although the performance score increased from 82.18 in 2019, 83.97 in 2020, to 99.72 in 2021, the set target has not been achieved. This shows the need for strategic evaluation, improving work systems, and adjusting policies so that archivist performance is more optimal and in line with expected standards.

The performance of the Forestry Police is influenced by field challenges such as difficult geographical conditions, limited personnel, security threats, and inadequate logistical support. From 2019 to 2021, the performance score shows fluctuations, with a value of 83.37 in 2019, decreasing to 82.80 in 2020, and increasing significantly to 97.06 in 2021. Even though there has been an increase, the expected target has not been achieved, so an evaluation of work efficiency and resource management is needed. resources, and policy implementation to increase effectiveness in the future.

Forestry instructors are tasked with providing education and assistance to the community in forest management. Performance that is not yet optimal can be caused by low community participation, communication barriers, and a lack of effective counseling materials and methods. Even though the score for this position increased from 83.03 in 2019, 83.93 in 2020, to 99.51 in 2021, this achievement still does not meet the set target. This shows that although there have been improvements in performance, the results are still not optimal, so further evaluation of the strategies, resources and methods used is needed.

Controlling forest ecosystems is a complex task that includes monitoring and restoring ecosystems. Performance that has not reached targets can be caused by a lack of accurate data, budget limitations, and external disturbances such as climate change and human activities. The Department of Forest Ecosystem Control recorded a score of 84.07 in 2019, 84.02 in 2020, and increased significantly to 98.65 in 2021, but still did

not meet the target. Despite improvements, various challenges such as policy implementation, resource allocation, and program effectiveness need to be further evaluated to ensure optimal success in controlling forest ecosystems.

This research uses employee performance data for the 2019-2021 period because the assessment method is consistent and based on relevant quantitative indicators. This consistency allows for objective, measurable and comparative analysis, so that research results are more accurate. Additionally, using the same methods over three years makes it easier to identify trends and patterns without the distraction of system changes that could impact the validity of the data. Thus, data for 2022-2023 is not used in this research due to changes in the employee performance appraisal system (SKP). In the 2022-2023 period, the assessment system changes from a quantitative approach to a qualitative approach with categories such as "very good", "good", "fairly good", "bad" and "very bad".

The difference in the assessment of Employee Performance Targets (SKP) between 2019-2021 and 2022-2023 lies in the basic regulations used. In 2022, the SKP assessment follows (Regulation of the Minister of PANRB Number 6 of 2022 concerning Performance Management of State Civil Apparatus, 2022). In 2023, the SKP assessment will still refer to the same regulations, but to facilitate its implementation, it will be issued (Circular Letter Number 3 of 2023 concerning Procedures for Determining Performance Predicates for State Civil Service Employees, 2023).

Changes in the assessment system towards a qualitative format cause inconsistencies in data interpretation, making comparisons with previous year data (2019-2021) difficult. This system is also more subjective, less suited to numbers-based analysis. To understand the impact, it is recommended that 2022-2023 research be a continued focus. This research can explore how qualitative systems influence employee performance evaluations and provide new insights into the effectiveness of new assessment methods, thereby complementing the results of previous research.

Based on the tendency of the employee performance index in the BBTN Bromo Tengger Semeru Performance Realization results to fluctuate and considering that the performance of each individual is very important for the continuity of the organization (Hermawati, 2020), this phenomenon has become a concern for agencies at BBTN Bromo Tengger Semeru. The phenomena in the field also show that gap What BBTN Bromo Tengger Semeru faces in achieving an assessment of the maturity of SKP implementation is that human resource development is still not optimal, which is related to the large workload carried by employees due to the lack of personnel in the agency.

Changes that often occur in the work environment can affect the work performance of employees there. Frequent turnover can trigger unstable working conditions for employees. The level of employee turnover causes an uneven workload so that the workload increases, which means that employees doing too much work will make employees overload.

Employee performance that is not in accordance with the desired target (100%), can be indicated due to workload aspects. Workload is expressed as a result of the interaction between mental, time, physical demands, level of effort, level of frustration and performance in the situation (Hart & Staveland, 1988). An unbalanced workload on

employees can cause various problems, including an unachieved increase in employee performance. The workload at the Bromo Tengger Semeru National Park Center often involves high demands on employees' mental and physical needs and levels of frustration.

Changes that often occur in the work environment can affect the work performance of employees there. The change of employees at BBTN Bromo Tengger Semeru was due to employees retiring and passing away. The change in employees at BBTN Bromo Tengger Semeru has not yet been offset by the addition of employees due to delays in accepting prospective civil servants (CPNS). The employee changes that occurred at BBTN Bromo Tengger Semeru can be explained as follows:

**Table 1.** Changes in BBTN Bromo Tengger Semeru Employees

No	Employee Change	2019	2020	Year 2021
1	Pension	1 person	4 people	11 people
2	Die	-	1 person	2 people

Source: Processed data Web Salaries 2019-2021 (2025)

Based on table 1. above, employee turnover at BBTN Bromo Tengger Semeru, mainly due to pensions which are still high, with 11 people in 2021 and 4 people in 2020, which causes the number of employees to decrease and has the potential to increase workload and affect performance. Replacement due to death fluctuates, namely 1 person in 2020 and 2 people in 2021. This condition affects employee workload, which can affect their quality and ability to complete their duties well. In this case, it can be supported by research (Tresnawati et al., 2020).

Another aspect that causes employee performance not to meet the desired target (100%) is aspects or factors Quality of Work Life, such as compensation, work atmosphere, and participation in work that support each other to create a quality work experience (David & Edward, 1983). Quality of Work Life (QWL) at the Bromo Tengger Semeru National Park Center (BBTN) is greatly influenced by several important factors, including compensation, work atmosphere, and employee participation in the organization.

Quality of Work Life (QWL) at the Bromo Tengger Semeru National Park Center (BBTN) is influenced by factors such as compensation, work atmosphere, and employee participation. Even though salaries meet government standards, there are disparities in incentives, especially for field employees who face harsh working conditions. Insufficient compensation can reduce motivation and performance quality because employees feel less appreciated.

Furthermore, the working atmosphere at BBTN Bromo Tengger Semeru is full of challenges due to the pressure of urgent tasks and limited resources. Even though the relationship between employees and superiors is good, this condition increases stress and fatigue, impacting productivity and job satisfaction. Next, employee participation in decision making and program planning is also an important indicator Quality of Work Life. Employees who feel involved in the decision-making process tend to be more motivated and have a sense of ownership of the tasks they are given. In his daily life, quality of work life which is implemented It is not uncommon for agencies to experience

obstacles (Hermawati et al., 2019). Previous research shows that quality of work life can have a positive impact on employee performance (Lalompoh et al., 2019), (Febriani et al., 2022).

Aspects that have an impact other than Workload and Quality of Work Life is Competency. Competency is a combination of indicators of knowledge, skills and attitudes needed to carry out duties and responsibilities effectively (Hutapea & Thoha, 2008). The competency of employees in the Bromo Tengger Semeru National Park Center is greatly influenced by three indicators, namely knowledge, skills and attitudes, each of which has a significant impact on employee performance problems in that environment.

In the context of employees at BBTN Bromo Tengger Semeru, this competency is very important considering the complexity of conservation area management which involves ecological, social and economic aspects. In-depth knowledge of biodiversity, conservation regulations and natural resource management is the main basis for employees to carry out their roles. This is in line with the results of previous research conducted by (Prakasa & Hermawati, 2023) which states that there is a positive and significant relationship between employee performance and competency.

There is consistency with the previous statement that the impact of workload as well quality of work life on employee performance and is mediated by competence, while empirical research shows that related issues. This is in line with the results of previous research, (Putri et al., 2023) which explains that there is an explicit and relevant relationship between workload and employee performance. Then another relationship regarding workload has been proven from empirical studies according to (Herlambang et al., 2022), workload has an insignificant negative influence on competence, on the other hand, the relationship between quality of work life on employee performance was stated to have a positive and significant effect by (Riskawati et al., 2023). Next, another research has been conducted by (Akmal & Fitri, 2022) which states that quality of work life has a significant impact on competence. Then another connection regarding competence has been proven from an empirical study conducted by (Septiana et al., 2024) stating that competence has a positive and significant effect on employee performance.

So, based on phenomena and issues that arise as a result of theory and empirical research regarding the relationship between workload, Quality of Work Life (QWL), employee performance and competency, researchers are interested in raising this topic for further research. Thus, the title of this research is "The Effect of Workload and Quality of Work Life on Employee Performance Mediated by Competence" (Study of Civil Servants at the Bromo Tengger Semeru National Park Center).

## **2. LITERATURE REVIEW**

### **Workload (X1)**

Hart & Staveland, (1988) states that workload arises from the interaction between task demands in the work environment and workers' skills, behavior and perceptions. Operationally, workload can also be identified through various factors, such as mental

requirements, time requirements, physical requirements, level of effort, performance, and level of frustration.

**Quality Of Work Life (X2)**

According to (David & Edward, 1983) Quality of Work Life refers to the extent to which employees feel satisfied, prosperous, and engaged in their work environment. This concept covers a variety of factors, including workplace safety. This concept includes compensation, work atmosphere, work involvement, and development

**Employee Performance (Y)**

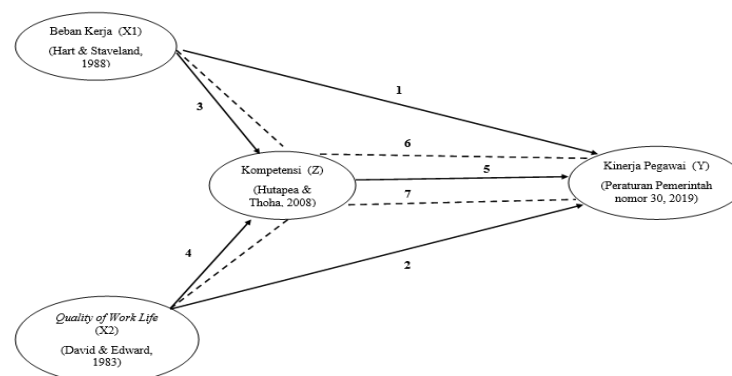
Based on (Government Regulation number 30, 2019), Civil Servant (PNS) performance is the result achieved by each individual civil servant in an organization or work unit, which is measured based on Employee Performance Targets (SKP) and work behavior. Assessment of civil servant performance aims to ensure fair and objective development, by referring to a system that focuses on achievement and career development. As for Performance indicators used include: Quantity, quality, cost, time, commitment, service orientation, cooperation, work initiative, and leadership.

**Competency (Z)**

Opinion (Hutapea & Thoha, 2008), Competency is the ability that an individual has to fulfill job demands in an organization, so that it can contribute to achieving the results expected by the organization. Competency indicators include knowledge, skills and abilities.

**3. RESEARCH METHODS**

This research is positivism research, with the type of research being explanatory research. The population in this study were civil servants at the Bromo Tengger Semeru National Park Hall, totaling 72 employees. The number of samples in this research was determined based on probability sampling with the data analysis technique used in this research disproportionate stratified random sampling. And use software applications Partial Least Square-Structural Equation Modelling (PLS-SEM). The conceptual model in this research is as follows:




**Figure 2.** Conceptual model

**Source :** (Hart & Staveland, 1988), (David & Edward, 1983), (Government Regulation number 30, 2019), (Hutapea & Thoha, 2008)

Information:

Direct influence : 

Intervening Influence : 

Source :

1. Effect of Workload on Employee Performance: (Yosiana et al., 2020), (Hutabarat et al., 2023), (Wulantika et al., 2023), (Cahyaningtyas & Santosa, 2021), (Kabdiyono et al., 2024)
2. Influence *Quality of Work Life* on Employee Performance: (Magdalena et al., 2022), (Kharisma et al., 2022), (Eliza & Pratiwi, 2021), (Oktafarina & Mas'ud, 2024).
3. Effect of Workload on Competency: (Wulandari & Muryati, 2024)
4. Influence *Quality of Work Life* towards Competency: (Eliza & Pratiwi, 2021), (Lalompoh et al., 2019), (Oktafarina & Mas'ud, 2024)
5. The Influence of Competency on Employee Performance: (Firdaus et al., 2023), (Sitorus, 2024), (Hutabarat et al., 2023), (Cahyaningtyas & Santosa, 2021), (Chaidir & Zulfikar, 2023), (Herlambang et al., 2022), (Eliza & Pratiwi, 2021)
6. The influence of workload on employee performance is mediated by competency: (Wulandari & Muryati, 2024)
7. Influence *Quality of Work Life* on employee performance is mediated by competency: (Eliza & Pratiwi, 2021), (Oktafarina & Mas'ud, 2024)

#### **Hypothesis:**

- H1 : Workload has an important role in influencing employee performance at BBTN Bromo Tengger Semeru.
- H2 : Quality of Work Life has an important role in influencing employee performance at BBTN Bromo Tengger Semeru.
- H3: Workload can play an important role in influencing competency at BBTN Bromo Tengger Semeru.
- H4 : Quality of Work Life (QWL) has an important role in influencing employee competency at BBTN Bromo Tengger Semeru.
- H5 : Competence has an important role in influencing employee performance at BBTN Bromo Tengger Semeru.
- H6 : Competence is able to play a strong role as a mediator in influencing Workload on Employee Performance in Civil Servants at BBTN Bromo Tengger Semeru
- H7: It is estimated that competence has a significant role as a mediator in influencing the Quality of Work Life on employee performance in the Civil Servant environment at BBTN Bromo Tengger Semeru.

## **4. RESULTS AND DISCUSSION**

### **Results**

Data regarding the characteristics of respondents in this study include: 1) based on position; 2) by age; 3) based on gender; 4) based on length of service; and 5) based on education. The five characteristics of respondents are presented in the table below:

**Table 2.** Characteristics of Respondents Based on Position

Department	Amount	Presentation
Archivist	1	1.4%
Executor	25	34.7%
Forest Ecosystem Control	18	25%
Forestry Extension Officer	6	8.3%
Forestry Police	14	19.4%
Structural	8	11.1%
Total	72	100%

Source: Processed data (2025)

Based on Table 4.1, it is known that the Executive Position dominates with 25 employees (34.7%), indicating its role as the backbone of the organization. Followed by Forest Ecosystem Control with 18 employees (25%), emphasizing the focus on ecosystem management. Forestry Police numbered 14 employees (19.4%), highlighting the role of law enforcement. Structural positions have 8 employees (11.1%), showing involvement in leadership. There are 6 Forestry Extension Officers (8.3%), while there is only 1 Archivist (1.4%). This composition reflects the strategic distribution of roles according to organizational needs.

**Table 3.** Characteristics of Respondents Based on Age

Age	Frequency	Percentage
30-40 Years	16	22.2%
40-50 Years	34	47.2%
>50 Years	22	30.6%
Total	72	100%

Source: Processed data (2025)

Based on Table 4.2, it is known that the majority of respondents were aged 40-50 years (47.2%), followed by those aged over 50 years (30.6%) and 30-40 years (22.2%). This distribution reflects a balance between the young, productive and experienced generations of a total of 72 employees.

**Table 4.** Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage
Man	49	68.1%
Woman	23	31.9%
Amount	72	100%

Source: Processed data (2025)

Based on the results of the description of the characteristics of respondents based on gender, of the 72 respondents, 49 (68.1%) were men and 23 (31.9%) were women. This shows that men constitute the majority of respondents.

**Table 5.** Characteristics of Respondents based on Years of Work

Working Time	Frequency	Percentage
6-10 Years	9	12.5%
11-15 Years	11	15.3%
16-20 Years	12	16.7%
>20 Years	40	55.6%
Total	72	100%

Source: Processed data (2025)

Based on Table 5, it is known that the majority of respondents (55.6% or 40 people) have worked for more than 20 years, reflecting a high level of seniority. A total of 12 employees (16.7%) worked for 16–20 years, 11 employees (15.3%) for 11–15 years, and 9 employees (12.5%) for 6–10 years. This data shows the predominance of experienced workers in this population.

**Table 6.** Characteristics of Respondents based on Education Level

Education	Frequency	Percentage
SD	1	1.4%
JUNIOR HIGH SCHOOL	4	5.6%
SMA	18	25%
Bachelor (S-1)	33	45.8%
Magister (S2)	14	19.4%
Diploma	2	2.8%
Total	72	100%

Source: Data processed (2025)

Based on Table 6, it is known that the distribution of years of work based on educational level shows that the majority of respondents are Bachelor (S-1) graduates with 33 employees (45.8%), followed by high school graduates with 18 employees (25%), Masters (S-2) with 14 employees. (19.4%), SMP 4 employees (5.6%), Diploma 2 employees (2.8%), and Primary Education (SD) 1 employee (1.4%). This indicates the dominance of Bachelor's graduates, reflecting the importance of academic qualifications in meeting job requirements.

### Discriminant Validity Testing

Fornell-Larcker criteria (Fornell-Larcker Criterion), which compares correlations between other constructs in a model measured using the square root of the average variance extracted (AVE) for each construct, is another technique for evaluating discriminant validity.

Table 7. Fornell-Larcker Criterion

Variable	Workload (X1)	Officer Performance (Y)	Competency (Z)	Quality of Work Life (X2)
Workload (X1)	0.723			
Officer Performance (Y)	0.143	0.759		
Competency (Z)	0.381	-0.050	0.756	
Quality of Work Life (X2)	0.348	-0.005	0.982	0.754

Source: Primary data processed (2025)

Table 7 shows that the square root value of AVE (Fornell-Larcker Criterion) for each construct is higher than the correlation value between that construct and other

constructs in the Workload model (0.723) is greater than the correlation to Employee Performance (0.143), to Quality of Work Life (0.348) and towards competence (0.381). Hence, the criteria Fornell-Larcker Criterion Employee Performance construct (0.759) is greater than its correlation with competency (-0.050) and Quality of work life (-0.005). Besides that, Fornell-Larcker Criterion of the Competency construct is greater than its correlation with Quality of Work Life (0.982). Thus, it can be concluded that this model shows good validity for discrimination.

### Internal Consistency Reliability

Cronbach's alpha is a collection of indicators that properly assess the composite reliability of a variable, based on an alpha coefficient value greater than 0.60. Composite reliability, as a group of indicators that measure certain variables, is considered good if the score exceeds 0.70 (Creswell, 2017). The average variance extracted reflects the extent to which the variance or variations of the observed variables can be attributed to the latent construct, with a value exceeding 0.50 (Creswell, 2017). The table below presents the test results Cronbach's alpha, Composite Reliability, And Average Variance Extract (AVE).

**Table 8.** Cronbach's Alpha And Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)
Workload (X1)	0.917	0.924
Officer Performance (Y)	0.958	0.986
Competency (Z)	0.849	0.852
Quality of Work Life (X2)	0.848	0.848

Source: Processed data (2025)

From Table 8 above, it shows that each research variable has a Cronbach's Alpha value of more than 0.7, which indicates a high level of internal consistency. Very strong dependence is shown by the Cronbach's alpha score for the Workload variable (X1) of 0.917. With the highest value of 0.958, the Employee Performance variable (Y) shows good reliability of this instrument. Meanwhile, quality of work life (QWL) (X2) has a Cronbach's alpha value of 0.848, which is also included in the reliable group, and the competency variable (Z) receives a value of 0.849. These findings suggest that each assessment tool is worthy of further study.

**Table 9.** Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Workload (X1)	0.523
Quality of Work Life (X2)	0.568
Officer Performance (Y)	0.576
Competency (Z)	0.571

Source: Processed data (2025)

Table 9 shows the values Average Variance Extracted (AVE) for each variable in this study is more than 0.5, which meets the requirements for convergent validity, based on the results of construct validity testing. The AVE values for the variables Workload (X1), Quality of Work Life (X2), Employee Performance (Y), and Competency (Z) are 0.523,

0.568, and 0.571, respectively. This shows that the research model can be said to be convergently valid because each indicator can explain the hidden variables thoroughly.

Mark R-Square is a test goodness fit model. Value change R-Square used to explain the influence of certain exogenous latent variables on endogenous latent variables, whether they have a substantive influence. Mark R-Square 0.67; 0.33 and 0.19 for endogenous latent variables in the structural model indicate a strong, moderate, and weak model (Chin, 1998). Based on test results using the program SmartPLS, results are obtained R-Square as follows:

**Table 10.** *R-Square*

Variable	R-square	R-square adjusted
Officer Performance (Y)	0.101	0.061
Competency (Z)	0.965	0.964

Source: Processed data (2025)

Table 10 above shows the values *R-Square* for Employee Performance (Y) is 0.101 (10.1%), which shows that the independent variable only has a 10.1% influence on Employee Performance, while the rest is influenced by other factors. According to Sarstedt et al. (2017), this value shows the model has a weak prediction because it is below 0.75. Meanwhile, the R-Square value for Competency (Z) is 0.965 (96.5%), which shows the strong influence of independent variables on Competency, with the model having very strong predictions. Overall, this model has a significant effect on Competency, but weakly on Employee Performance.

### Testing Hypothesis Study

Hypothesis testing is a systematic procedure in statistics that is used to assess the truth of a statement or assumption regarding population parameters based on sample data. This process involves the formulation of a null hypothesis (H0) as the basis for testing and an alternative hypothesis (H1) as a rival, followed by analysis using certain statistical tests. The decision to accept or reject the null hypothesis is based on a predetermined level of significance, allowing researchers to draw objective conclusions based on empirical evidence.

**Table 11.** Hypothesis Testing

No	Influence	Coef. Track	Standard Deviation (STDEV)	T-Statistics	P Values	Ket.
1	Workload (X1) → Officer Performance (Y)	0.231	0.165	1.395	0.164	Hypothesis rejected
2	Quality of Work Life (X2) → Employee Performance (Y)	1.378	0.642	2.145	0.032	Hypothesis accepted
3	Workload (X1) → Competency (Z)	0.045	0.024	1.853	0.064	Hypothesis rejected
4	Quality of Work Life (X2) → Competensi (Z)	0.966	0.012	79.837	0.000	Hypothesis accepted
5	Competency (Z) → Employee Performance (Y)	-1.491	0.633	2.356	0.019	Hypothesis accepted

No	Influence	Coef. Track	Standard Deviation (STDEV)	T-Statistics	P Values	Ket.
6	Workload (X1) → Competency (Z) → Employee Performance (Y)	-0.066	0.053	1.243	0.214	Hypothesis rejected
7	Quality Of Work Life (X2) → Competency (Z) → Employee Performance (Y)	-1.440	0.610	2.360	0.019	Hypothesis accepted

Source: Primary data processed (2025)

## Discussion

### The Influence of Workload on Employee Performance at the Bromo Tengger Semeru National Park Center

The results of the hypothesis test show that workload does not have a significant effect on employee performance, this is supported by research results (Kabdiyono et al., 2024). The factors related to the characteristics of employees at the Bromo Tengger Semeru National Park Center are work experience (55% of employees have worked >20 years), age (47.2% are 40-50 years old), type of position (34.7% executive), control of forest ecosystems (25%), as well as education level (bachelor's degree 45.8%, master's degree 19.4%) are factors that enable employees to adapt to high workloads. High workload remains a challenge for improving performance. Obstacles such as lack of facilities and resources, as well as bias in questionnaire measurements, can influence research results. In theory, workload (Hart & Staveland, 1988) includes five main elements: mental demands, time demands, physical demands, level of effort, and frustration, which mutually influence employee productivity and well-being. Therefore, BBTN Bromo Tengger Semeru needs to implement a personal approach in workload management and increase physical and mental health checks to support employee productivity.

### Influence Quality of Work Life on Employee Performance at the Bromo Tengger Semeru National Park Hall

Based on hypothesis testing, it was found that quality of work life has a significant influence on employee performance. These results indicate that, in the Bromo Tengger Semeru National Park Hall, the level of quality of work life felt by employees directly influences employee performance. This research is supported by the results of research by (Magdalena et al., 2022), (Kharisma et al., 2022) (Eliza & Pratiwi, 2021), (Oktafarina & Mas'ud, 2024), with the research results showing that Quality of Work Life has a positive and significant effect on employee performance. Judging from their characteristics, the majority of respondents at the Bromo Tengger Semeru National Park Center are in executive positions (34.7%) and Forest Ecosystem Control (25%), indicating that operational roles and ecosystem management are the backbone of the organization. Most respondents were in the 40-50 year age range (47.2%), with more than 20 years of work (55.6%), reflecting a high level of seniority. The predominance of men (68.1%) and the majority of Bachelor's graduates (45.8%) indicate the importance of experience and education in supporting employee performance. This characteristic is

continuous with Quality of Work Life (QWL) that is inherent, from the aspects of compensation, work atmosphere, and employee involvement. The ethical and integrity values established in the agency support employees to work productively and professionally, especially in tasks that require cross-functional collaboration. With long work experience and a high level of education, Quality of Work Life at the Bromo Tengger Semeru National Park Center has been able to support employee performance optimally, especially in achieving the goals of ecosystem preservation and forestry management. This is supported by theory according to (David & Edward, 1983) which suggests that characteristics quality of work life (QWL) consists of three main elements, namely compensation, work atmosphere, and employee involvement.

### **The Influence of Workload on Competence at the Bromo Tengger Semeru National Park Center**

Based on hypothesis testing, it was found that workload had an insignificant effect on competency. These results indicate that, at BBTN Bromo Tengger Semeru, the level of workload felt by employees does not directly influence competency. This research does not support and contradicts research (Wulandari & Muryati, 2024), which found that workload has a negative, although still significant, impact on employee performance. This can be explained through several factors related to the characteristics of employees at BBTN Bromo Tengger Semeru. First, the majority of employees have quite long tenures, with more than 55% working for more than 20 years. In addition, 47.2% of employees are in the 40-50 year age range, which is a productive age with high work adaptability. Judging from the type of position, the majority of employees are in executive positions (34.7%) and forest ecosystem control (25%). These two positions generally involve tasks of an operational and technical nature, which have most likely become routine so they do not cause significant pressure on performance. In addition, more than 68% of employees are men, who generally have a tendency to be better prepared to face the physical challenges of field work. In terms of education, the majority of employees have bachelor's (45.8%) and master's (19.4%) education levels, which shows good academic competence. This supports their ability to complete tasks efficiently despite high workloads. With adequate educational background.

### **Influence Quality of Work Life towards Competency at the Bromo Tengger Semeru National Park Center**

Based on the hypothesis test, it was found that Quality of Work Life has a significant influence on competence. These results indicate that, at BBTN Bromo Tengger Semeru, the respondents rated the average Quality of Work Life and competency in the "high" category. Dominant indicator on Quality of Work Life is work involvement, while the less dominant indicator is work atmosphere. Meanwhile, in the competency variable, the dominant indicator is attitude, and the less dominant indicator is knowledge. The majority of respondents agree that work at BBTN Bromo Tengger Semeru provides challenges that motivate to develop, shows high work involvement and positive impact Quality of Work Life on job satisfaction. In the competency aspect, most employees understand the job description well, but some are still less skilled in evaluating and adjusting work plans. This indicates the need for additional training to increase employee

adaptability. This finding is in line with previous research (Magdalena et al., 2022), (Kharisma et al., 2022) (Eliza & Pratiwi, 2021), (Oktafarina & Mas'ud, 2024) which concluded that Quality of Work Life has a positive impact on competence. According to (David & Edward, 1983), Quality of Work Life reflects employees' perceptions of their work environment, both physically and psychologically. At BBTN Bromo Tengger Semeru.

### **The Influence of Competency on Employee Performance at the Bromo Tengger Semeru National Park Center**

The results of the descriptive analysis show that the competency and performance of BBTN Bromo Tengger Semeru employees have an average rating of "high." Employee competency is assessed based on six items, with the dominant indicator being employee knowledge, while skills are the less dominant aspect. Employee performance is assessed through eighteen items, with service orientation as the dominant indicator, while work initiative is less prominent. The majority of respondents strongly agree that they have a good understanding of the job description, but there are still weaknesses in the skills of evaluating and adapting work plans. In terms of performance, employees show high dedication to their duties and polite and friendly community service. These findings confirm that good competency has a positive impact on employee performance, in line with previous research (Firdaus et al., 2023; Sitorus, 2024; Hutabarat et al., 2023; Cahyaningtyas & Santosa, 2021; Chaidir & Zulfikar, 2023; Herlambang et al. al., 2022; Eliza & Pratiwi, 2021). The majority of respondents have a bachelor's degree educational background, which supports increasing their competence and performance. However, there are still some respondents who do not agree with the knowledge and attitude aspects of employee behavior, so further approaches are needed for improvement. Adjustments to 2022-2023 Employee Performance Targets (SKP) can be carried out by emphasizing competency aspects to increase effectiveness and relevance in measuring employee performance.

### **The influence of workload on employee performance is mediated by competency at the Bromo Tengger Semeru National Park Center**

The results of the hypothesis test show that there is a relationship between workload and employee performance at BBTN Bromo Tengger Semeru. Workload is positively but not significantly related to competence, while high workload does not improve performance. Competence also has a negative impact on performance, indicating that even though employees are competent, their performance does not improve due to excessive workload. The indirect effect test shows that workload does not have a significant impact on employee performance through competency mediation. This means that although workload increases competency, it does not necessarily increase performance. This result is different from the findings of (Wulandari & Muryati, 2024), which stated that workload had a negative and significant effect on auditor performance with competency mediation. This research emphasizes the importance of managing workload and increasing competency to optimize employee performance.

## **Influence Quality of Work Life on employee performance is mediated by competency at the Bromo Tengger Semeru National Park Hall**

The results of the hypothesis test show that Quality of Work Life has a positive and significant effect on the competency and performance of BBTN Bromo Tengger Semeru employees. However, competence has a negative influence on performance, which shows that even though employees have high competence, this does not always improve their performance. In the analysis of indirect effects, it was found that Quality of Work Life has a negative effect on performance through competency mediation, meaning it gets higher Quality of Work Life can reduce competence, which then has a negative impact on employee performance. This result is different from the findings of (Eliza & Pratiwi, 2021) and (Oktafarina & Mas'ud, 2024), which stated that Quality of Work Life has a positive influence on performance with competence as a mediator. Nevertheless, Quality of Work Life still has a significant influence on performance, where competence acts as a mediator that can minimize the negative impact. To improve employee performance, organizations need to pay attention to physical and psychological well-being, work load balance, and a work environment that supports sustainable competency development.

### **5. CONCLUSION**

Referring to the results of this research, the following conclusions can be drawn:

1. Workload has no influence on employee performance, meaning that the relationship between workload is not strong enough or is not significant in influencing employee performance.
2. Quality Of Work Life has a positive influence on employee performance, meaning it gets better Quality of Work Life has an effect on better employee performance.
3. Workload has no influence on competence, meaning that the relationship between workload is not strong enough or is not significant in influencing competence.
4. Quality Of Work Life able to encourage increased competence in Balai agencies Big Garden National Semeru.
5. Strong competency improves employee performance, as evidenced by the high probability value. At the Bromo Tengger Semeru National Park Center, this is reflected in conservation management which involves ecosystem knowledge, technical skills, as well as a proactive and responsible attitude in nature conservation.
6. The workload at the Bromo Tengger Semeru National Park Center does not have a significant effect on employee performance and their competence, however, employee knowledge, skills and attitudes still play an important role in optimal performance.
7. Quality of Work Life (QWL) plays an important role in improving employee performance, with competence as a mediator that strengthens this relationship. Competency indirectly helps improve performance while reducing the negative impact of high workloads.

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