

**THE EFFECT OF COMPETENCE, WORKLOAD AND
WORK ENVIRONMENT ON EMPLOYEE SATISFACTION AND ITS
IMPLICATIONS ON EMPLOYEE PERFORMANCE AT PT. BANK
ACEH SYARIAH'S OPERATIONAL CENTER OF ACEH
PROVINCE, INDONESIA**

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ABSTRACT

The purpose of this study was to determine: (1) describe competence, workload, work environment, job satisfaction and employee performance (2) the magnitude of the influence of competencies, workload, work environment on employee performance, (3) the magnitude of the influence of competencies, workload, work environment on job satisfaction (4) the magnitude of the influence of job satisfaction on employee performance (5) the magnitude of the indirect effect of involvement, workload and work environment on employee performance through employee job satisfaction. The objects of this research are competence, workload, work environment, employee job satisfaction and employee performance. The data analysis equipment used in this study is descriptive test, namely to test the descriptive statistical model based on mean values and verificative tests using structural equation modeling (SEM) data analysis with the help of the Amos program. The results showed that (1) competency, workload, work environment, job satisfaction and employee performance were running well, because the average value was greater than the average value of expectations, (2) competence, workload, work environment had a positive and significant effect on performance employees, (3) there are influences of competence, workload, work environment on employee job satisfaction, (4) the results of the study also prove that job satisfaction influences employee performance, (5) research results also prove that there is an indirect influence of involvement, workload and environment work on employee performance through job satisfaction of employees of the bank's operational center.

Keywords: Competence, Workload, Work Environment, Job Satisfaction and Employee Performance

INTRODUCTION

In order to achieve performance, PT. Bank Aceh Syariah The Headquarters of Operations puts forward "employees as human resources who are at the core of the operational process that will provide the best service for customers by optimizing the use of technology, recording and entering transaction processes, verifying and checking customer data lists, conducting checks and making periodic reporting and various other activities to achieve business goals".

Where a bank must be able to compete and have an attitude in the face of "changes that occur will be determined by the performance of existing human resources. But a crucial change in the work environment is important in the banking system and influences the behavior of employees in the workplace".

The research conducted by Erni, Said Musnadi and Faisal, (2017) "proves that job satisfaction perceived by employees is able to provide an influence on improving employee performance".

The output of the pre survey of 30 employees who were sampled in the initial research indicated that on employee performance variable obtained an average value of 3.66 which means that the level of job satisfaction is good, even though there are still work quality indicators produced by employees who are classified as not optimal. Phenomenon related to the level of employee job satisfaction can be seen from "several indicators, namely feeling of happiness that has not been fully felt by employees, relations between colleagues who are still less harmonious, then relations with leaders who are still relatively less harmonious are also the cause of low employee job satisfaction". "Then employees are less able to cope with boredom in work, as well as respect among employees who are still not well established, and employees feel comfortable in carrying out their work".

The phenomenon related to employee competency is consistent with the results of research conducted by Yusrawati, Nasir and Faisal, (2018) stating that one's competence has an influence in improving employee performance.

The results of the initial survey with 30 respondents to the employee competency variable obtained an average value of 3.61 which means that the competence possessed by employees is relatively good. Nevertheless there are still some indicators that have a low average value, namely the skills and mastery of information technology.

The existence of a work environment in a "company or organization is very important to note. As good management even though the work environment does not carry out the production process in a company, but the work environment has a direct influence on the employees who carry out the production process".

Meanwhile, the phenomenon related to the work environment is consistent with research conducted by Asyhari, Yuwaldi Away and Sorayanti Utami, (2017) which states that the work environment in an organization has an influence in increasing job satisfaction and employee performance.

Based on the results of the initial survey of 30 respondents the study showed that there were still several indicators of the work environment at PT. Bank Aceh Syariah Operational Head Office shows that it has a low value.

LITERATURE REVIEW

Employee Performance

Employee performance is "the work that can be achieved by a person or group of people in an organization in accordance with the authority and responsibility of each to achieve organizational goals", (Prawirosentono, 2014) within a certain period. And there is a close relationship between individual achievement and organizational performance, in other words if the worker's performance is good then the possibility of organizational achievement is also good. Achievement is also translated as an illustration of the stage of activity / program / basic achievement in realizing the matrilateral, objective, mission and organizational vision contained in organizational strategic design (Mohamad Mahsun, 2013).

The success of an organization is influenced by the achievements (work performance) of workers, for each company will try to improve the performance of its employees in achieving the predetermined organizational status. A developing and well-organized organizational culture will be able to spur organizations towards better development. Conversely, the ability of leaders to mobilize and nurture workers will bring achievement.

Workers' achievements which refer to "one's achievements are measured based on the standards and criteria set by the company. Arrangements for achieving high human resource achievements are aimed at improving the overall company. "(Mas'ud, 2014). According to Waldman (2012) achievement is "a combination of behavior with the achievement of what is expected and choice or part of the assignment needs that manifest in each individual in the organization". Even though according to Mangkunegara's achievements (2010) it can be defined "as the work results

in the quality and quantity that can be achieved by an employee in carrying out duties in accordance with the responsibilities given to him". Soeprihantono (2011) states that achievement is "the work of a worker for a certain period compared to various possibilities, as an example of expert, predetermined target / target / criteria and agreed upon".

Job satisfaction

Job satisfaction is felt by workers because there are underlying issues. "Basically a person will feel comfortable and the stage of loyalty in his work will be high if in the work of the person gets job satisfaction in accordance with what is desired. Job satisfaction is a reflection of the feelings of workers for their work ". According to Masrukhin and Waridin (2012) "job satisfaction of an individual depends on individual characteristics and work situations". Each individual will "have different stages of job satisfaction following the interests and expectations of individuals so that the perceived level of satisfaction is higher, and vice versa".

Whereas according to Davis (2011: 117) argues that "job satisfaction is excellence or dissatisfaction with the views of workers on their work" (job satisfaction is "a feeling of supporting or not supporting experienced workers in work)". Wexly and Yuki (2010) define job satisfaction "is the way workers feel their jobs" (is the way workers see themselves or their jobs).

Workers will feel satisfied at work if the work aspects and aspects of self-support and vice versa if this aspect does not support, workers will feel dissatisfied.

"Along with the rapid development of technology, where all types of work equipment have been created by humans to accelerate and facilitate work to produce higher products, but human resources still play an important role because even though the equipment is very modern, the equipment will still not run away and even just inanimate objects and can also be broken if humans do not have the ability or inaccurate operation".

Competence

According to Wibowo, (2013: 109), "said that every organization is formed to achieve certain goals and if achieved then it can be called a success". "To achieve success, a strong foundation is needed in the form of: leadership competencies, employee competencies and work disciplines that are able to strengthen and maximize competence. Competency becomes very useful to help organizations create a culture of high performance, work performance in every human resource process, employee selection, performance management, planning and so on".

According to Iswahyu (2014), "competence is the ability to carry out tasks in accordance with

science and skills as well as technology and experience that are relevant to the field of duty so that they can develop work motivation in question and improve performance".

Workload

According to Haryanto, (2014) "workload is a number of activities that must be completed by a person or group of people in a certain period under normal circumstances. More work carried out by workers will continue to improve the performance of relevant workers ". Based on the theory explained by Noe, R.A. et.al, (2011), that "the higher the workload given to workers will give an impression of increasing employee performance".

According to Menpan (Dhini Rama Dhanian, 2010: 16), the definition of workload is "a set or number of activities that must be resolved by an organizational unit or official in a certain period. Meanwhile according to Permendagri No. 12/2008, workload is the amount of work that must be carried by the agency or organizational unit and is the result of the amount of work and norms of the period".

Widodo (2014: 51) states that "in carrying out government, development and community reverence, it requires high skill and proficiency (professionalism) with several needs". Therefore, national registration may be categorized as profession, where not all people may run a national administration, except those who have a higher education background, and have sufficient experience, skills, expertise and expertise.

Work Environment

Work environment is "one of the important factors in realizing employee performance. Because work environment has a direct influence on workers in completing work which will ultimately improve organizational performance". "The state of work environment is said to be good if workers can carry out activities optimally, healthy, safe, and finished." Therefore, the determination and creation of a good work environment will determine the triumph of reaching the organizational office. Conversely, if the work environment is not good, it will reduce motivation and enthusiasm and ultimately reduce worker performance.

According to Artoyo in (Sariyathi, 2012: 66) "good management thinks of a good and pleasant working environment because it is very needed by the workforce. The environment is thought to have a strong influence in shaping workers' behavior". Work environment has an important position in the environment of integrated management escort whose elements are labor, work tools, working conditions, organizational leadership and policy style.

RESEARCH METHOD

This research was conducted at "PT. Bank Aceh Syariah Operational Head Office. The subject of this research is all employees in the area of PT. Bank Aceh Syariah Operational Head Office, while the object of this research will present how the influence of competency, workload, work environment, job satisfaction and performance of the banks. In this study the intended population is all employees of bank totaling 207 persons. The sampling technique used the census method, namely the technique of taking the entire population into the study respondents.

The data collection used in this study was "using a questionnaire personally. This method provides responses to the questionnaire statement. In this study the questionnaire was distributed directly to the respondents and researchers could provide an explanation of the purpose of the survey and questions that were not understood by the respondents and responses to the questionnaire can be directly collected by the researchers after being filled by respondents, where respondents were asked to choose one alternative answer option.

In this research, personal questionnaires are used to obtain data about the dimensions of the constructs that are being developed in this study". In addition, data collection techniques are also carried out by collecting information related to the purpose of the research (documentation) towards the performance achievements that have been achieved by the respondents.

RESULTS AND DISCUSSIONS

The results of the study on competency variables indicate a positive and significant influence on increasing employee job satisfaction and also influences employee performance in achieving organizational goals. Competence will increase if employees have adequate abilities and knowledge in accordance with the field of work they do. The results of this study are consistent and in line with the research conducted by Brown (1996) arguing that increasing competency can increase organizational effectiveness and productivity by involving more workers truly in work so that workers get a more meaningful and satisfying experience.

The ability possessed by an organization can depend on the availability and capabilities possessed by Human Resources (HR) in carrying out tasks or work. Human resources in this case employees who have knowledge and skills in the field that is their responsibility.

Because this will encourage the achievement of organizational goals more quickly, effectively and efficiently, so that by itself the organization will always be ready to face and adapt to any changes that occur, especially those related to business towards organizational development". The results of the study are consistent and in line with the research carried out by Ahmat, (2010)

suggesting that "employees who are burdened with multiple tasks are due to limited resources so that many employees still hold concurrent positions and assignments". The number of tasks and responsibilities given to employees causes the results to be achieved to be less than optimal because employees only have little time to complete many tasks.

While the work environment problems at the bank also has an impact on employee job satisfaction and also has an influence on improving employee performance. This "indicates that the work environment can improve employee job satisfaction and improve employee performance even better, this is consistent with research conducted by Hartanto (2013) work environment can be defined as a condition that exists in a good organizational environment that relates to others employees and by relating to all work equipment carried out by employees ". The influence of the work environment in relation to employee performance is also evidenced by the results of Kotter's research, John P & James L. Weskett, (2012) that work culture influences employee performance.

While the effect of employee job satisfaction on improving employee performance also shows a significant positive effect, this indicates that the existence of high job satisfaction felt by employees will have a real influence in improving employee performance, the results of this study are consistent and in line with the research conducted by Puspa and Rianto (2012) which states that job satisfaction perceived by employees has a real influence on improving employee performance ". With more "increasing job satisfaction perceived by employees will have a positive impact on improving employee performance, especially in achieving organizational goals". This is consistent with research conducted by Ida and Agus (2008) which states that "employee job satisfaction has a direct influence on improving employee performance".

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The results of the descriptive test show that competence, workload, work environment, job satisfaction and employee performance are going well, because the average value is greater than the average value of expectation or has gone well.
2. Competence has a positive and significant effect on employee job satisfaction.
3. Workload has a positive and significant effect on employee job satisfaction.
4. Work environment has a positive and significant effect on employee job satisfaction"
5. Competence has a positive and significant effect on employee performance
6. Workload given to employees also "has a positive and significant effect on employee performance
7. Work environment prove that "the work environment has a positive and significant effect

on employee performance

8. Employee job satisfaction has a positive and significant effect on employee performance.
9. There is an indirect effect of competence on employee performance through employee job satisfaction.
10. There is an indirect effect of workload on employee performance through employee job satisfaction
11. There is an indirect influence of the work environment on employee performance through employee job satisfaction.

Recommendations

1. In order to improve employee job satisfaction on the basis of the competency variable is involving employees in helping complete work.
2. Workload also needs to get attention so that the workload can improve employee job satisfaction and employee performance.
3. Regarding the work environment in the office it must also be a concern of the leadership, especially with regard to the leadership being able to influence employees to create excellence in accordance with established work standards.
4. Factors that need to get attention in increasing job satisfaction are the feeling of satisfaction and pride that is owned by employees so that they can achieve their intended goals.
5. To improve organizational performance, "leaders must provide quality services, and improve the quality of work produced by employees.

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