

# The Effect of Training and Competence on Performance with Workload as an Intervening Variable in Employees of Badan Pendidikan Dan Pelatihan DIY

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## Article Info

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### Article history:

Received May, 2024

Revised May, 2024

Accepted May, 2024

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### Keywords:

Training

Competency

Workload

Employee performance

Government

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## ABSTRACT

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This research examines the effect of training and competency on performance with workload as an intervening variable for employees of the Badan Pendidikan dan Pelatihan DIY. The study population consisted of 62 permanent Badan Pendidikan Dan Pelatihan DIY employees, with the sample obtained using a total sampling technique. Data was collected through a questionnaire, and data analysis was performed using SEM-PLS. The results show that training and competency positively and significantly affect workload and employee performance. Additionally, the workload variable is an intervening variable between training, competency, and employee performance. The main limitation of this research is its generalizability, as the results apply only to the Badan Pendidikan Dan Pelatihan DIY. It also does not account for other variables and may be affected by respondent subjectivity, as data was collected via a one-time questionnaire with a small sample size. Recommendations for the Badan Pendidikan Dan Pelatihan DIY include improving training quality to enhance employee competency and performance, aligning workload with competency, and conducting training evaluations. Further research should incorporate additional variables, larger sample sizes, and diverse data collection methods and employ a longitudinal design for more in-depth validation and statistical analysis.

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## 1. INTRODUCTION

Human resources (HR) are vital for every organization because of their uniqueness [1]. Optimal HR performance is critical to achieving organizational goals [2]. According to Armstrong & Baron [3], performance results from the behaviour and results in themselves. Employees must positively contribute to organizational performance through appropriate training programs [4]–[6] states that training is an investment for human resources and organizations, but evaluation is needed to assess its effectiveness [7], [8]. Employee competency is essential to align individual performance and organizational goals [9], [10]. Evaluating and adjusting workload to employee competency is essential for optimal performance [10].

Government employee competency development policies are regulated by the central and regional governments [11]. Law

Number 20 of 2023 concerning ASN mandates competency development as an ASN right [12]. LAN Regulations Number 5 and 10 of 2018 regulate the implementation of ASN competency development, with a minimum requirement of 20 hours of lessons per year [12]. Government agencies are required to prepare annual competency development plans [12]. The Badan Pendidikan dan Pelatihan DIY is regulated by Regional Regulations and the Governor of DIY [11]. Speciality Regulation Number 1 of 2022 and DIY Governor Regulation Number 102 of 2022 harmonize the duties of the Badan Pendidikan dan Pelatihan DIY [11].

The Badan Pendidikan dan Pelatihan DIY carries out technical training to improve the competence of officials in planning DIY speciality-based activities [13]. Even though much training is held, civil servants' interest in participating in competency development still needs to be higher [11].

**Table 1. Training of 62 Civil Servants at DIY Education and Training Agency 2020 – 2022**

No.	Training Name	2020	Percent (%)	2021	Percent (%)	2022	Percent (%)
1.	Archives Training	1	1,61	1	1,61	1	1,61
2.	Goods Management Training	1	1,61	1	1,61	2	3,23
3.	Personnel Administration Training	1	1,61	1	1,61	1	1,61
4.	Office Administration Training	-	0,00	-	0,00	5	8,06
5.	PBJP Level 1 Competency Training	1	1,61	1	1,61	1	1,61
6.	Information Media Training	-	0,00	-	0,00	1	1,61
7.	ICT training	-	0,00	1	1,61	1	1,61
8.	Budgeting Planning Training	1	0,00	1	0,00	1	0,00
9.	Treasurer Training	1	1,61	1	1,61	1	1,61
10.	Class I Procurement of Goods and Services Training	1	0,00	-	0,00	-	0,00
11.	Information Media Management Education and Training	-	1,61	1	1,61	1	1,61
12.	Internalization of DIY Privileges for Functional Officials	2	3,23	1	1,61	2	3,32
13.	Internalization of DIY Specialties for Implementers	-	-	-	-	2	3,32
14.	Javanese Script Grammar	-	-	1	1,61	-	-
	Total	9	14,52	10	16,13	17	30,65

Source: From DIY Bandiklat report p.33, 2022

Badan Pendidikan dan Pelatihan DIY currently has 62 civil servant employees. The sending of training participants from year to year increased in 2020 by 14.52%, then increased in 2021 to 16.13%; a significant increase occurred in 2022, amounting to 30.65%, but employee performance could have been better. This can be seen in the performance, which tends to decrease; the data can be seen in the following table :

**Table 2. Results of the 2021-2022 Badan Pendidikan dan Pelatihan DIY civil servant performance assessment results**

Job Performance Value	Category	2021		2022	
		Number of Employees	Percentage	Number of Employees	Percentage
110-120	Very good	0	0	0	0
90-110	Good	62	100%	60	97%
70-90	Enough	0	0	0	0
50-70	Not enough	0	0	2	3%
Less than 50	Very less	0	0	0	0

Source: From DIY Bandiklat report p.15, 2022

Based on Table 2, the performance of civil servants at the Badan Pendidikan Dan Pelatihan DIY shows a decline. In 2021, 100% of civil servants were in the Good category, but in 2022, it fell to 97%, with 3% in the Poor category. There are no civil servants who received the Very Good category. This assessment follows the Republic of Indonesia Government Regulation Number 30 of 2019 concerning Civil Servant Performance Assessment Article 41, paragraph 1.

Due to routine work, civil servant performance is influenced by a need for more motivation for innovation and creativity [14]. Eliminating honorariums for training committees also impacts staff performance, reducing their welfare and affecting daily tasks [14]. Criticism of civil servant performance highlights the importance of improving the quality of human resources to achieve professionalism without increasing excessive workload [14]. Formal strategies are needed to increase apparatus competency in achieving clean and good governance [14].

Improving employee performance requires attention to physical and mental workload [15]–[19]. Effective workload distribution prevents task imbalance [17], [20], [21]. Training has been proven to affect performance positively [22]–[24]. Increasing competency also contributes to performance, although there are different views [14], [25].

This research focuses on training, competency, employee performance and workload at the Badan Pendidikan Dan Pelatihan DIY. Even though the number of civil servants taking part in training has

increased, it is still below the provisions, while civil servant performance shows a downward trend in 2022. This decline is influenced by eliminating training committee honorariums and an imbalance in workload with employee welfare. The low interest of civil servants in training and the decline in performance underscore the importance of researching the factors that influence the performance of civil servants in the Badan Pendidikan Dan Pelatihan DIY.

## 2. LITERATURE REVIEW

### 2.1 Performance

Armstrong & Baron [3] state that performance is not only the result of work but also the process of activities related to organizational goals and meeting customer satisfaction. As explained by Dessler [4], performance appraisal involves setting work standards, evaluating actual performance, and providing feedback to employees.

Employee performance depends on responsibilities and duties and administrative aspects that influence company productivity [26]. By increasing employee performance, organizations can achieve goals and increase efficiency.

Government Regulation 30 of 2019 [27] regulates performance assessments for developing civil servants and ensures that company evaluation objectives are achieved [28]. Performance evaluation has two approaches: evaluation objectives for salary, promotion and staffing, and development objectives for developing

employee personalities and determining training needs [29].

Although managers sometimes consider performance appraisals undesirable, they should be a tool for developing and motivating employees [30]. Performance evaluation is essential for improving employee performance, providing development opportunities, and planning performance improvements if necessary [4].

Civil servant performance assessment combines SKP values and work behaviour to develop objective civil servants through career and human resource development [27].

## 2.2 Training

Training stimulates individuals to improve skills in a particular job and understand the work environment. The goal is to improve employee learning and development [31]. Human resource development includes education for general knowledge and training for specific skills [32]. For civil servants, training aims to improve talents, skills and expertise to achieve organizational goals [33]. Training is the process of teaching employees the skills necessary for their jobs [4]. According to Lubis [34], training and work motivation significantly affect employee performance. Thus the researcher took the hypothesis:

H1: Training has a positive and significant effect on Employee Performance

## 2.3 Competence

Competency refers to an individual's abilities and skills in carrying out tasks, which aligns with the definition of [35]. Competency includes knowledge, skills and abilities that influence performance [36]. Civil servant competency standards are regulated in PANRB Ministerial Regulation Number 38 of 2017 and divided into three types: technical, managerial and socio-cultural [37]. Employee competency is essential for understanding cause and effect, sound

measurement principles, and effective implementation of tasks [4].

Competence is an essential factor in supporting employee performance. With adequate competency, performance will be optimal [38]. Good competencies positively impact employee performance, encouraging optimal work quality. Thus, the researcher takes the hypothesis:

H1: Competency has a positive and significant effect on employee performance

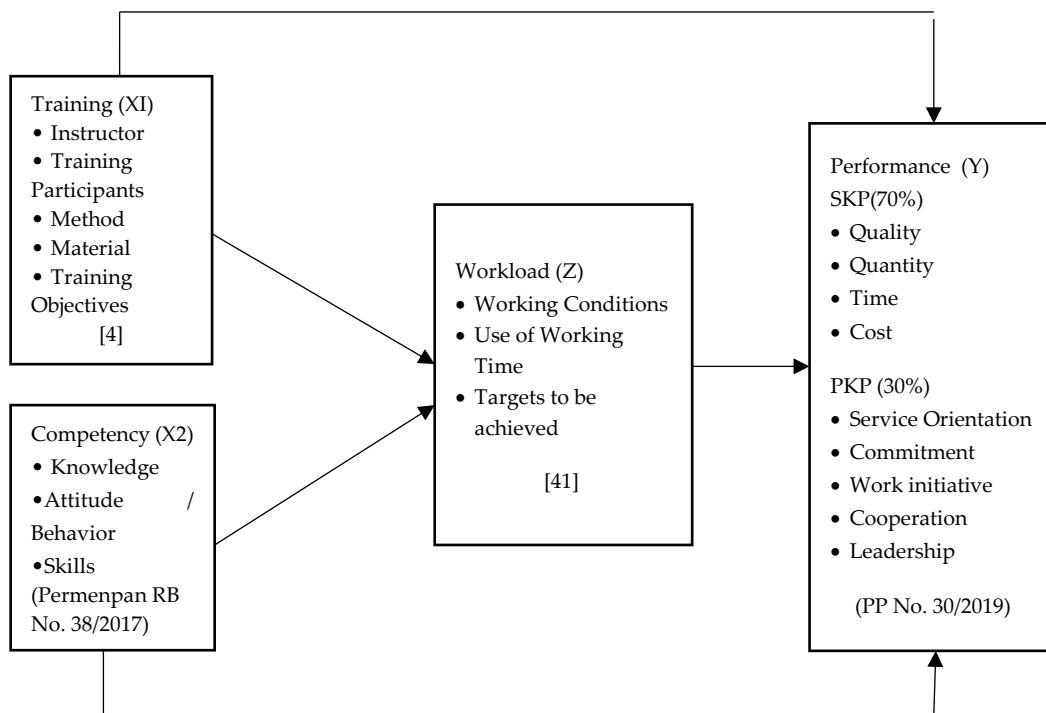
H2: Competence has a positive and significant effect on employee performance

## 2.4 Workload

Workload, an essential organisational focus, can improve employee performance [39]. The analysis considers personnel needs and number of employees [40]. Including physical and mental activity, work overload can cause disorders [21]. The indicators include working conditions, working time, achievement targets and the environment [41]. Research by Parinduri and Indrawan [42] shows that workload positively and significantly affects employee performance. Supervision and development of human resources also affect workload. According to Judanto [43], training contributes to improving employee performance through workload management. Azizah et al. [44] found that competence, motivation and workload positively and significantly affected nurse performance. Firmansyah and Nugrohoseno [10] highlight the importance of competency and workload management in improving employee performance. Elvira and Widodo [45] show that competence positively and significantly affects employee performance. This adds insight into the role of competency in employee performance. Thus, the researcher takes the hypothesis:

H3: Training has a positive and significant effect on employee performance through workload

*H4: Competency has a positive and significant effect on employee performance through workload*



**Figure 1. Conceptual Framework**

Source: Based on theory and journal

### 3. METHODS

This research uses a survey method to collect data from respondents using a questionnaire. Meanwhile, the entire population is sampled for the sampling procedure, so this research is considered census research [46]. Each variable is evaluated using a Likert scale consisting of a series of statements or questions arranged on five levels. Respondents must indicate their choice by selecting or marking responses that match the statement or question. The questionnaire in this research consists of four variables, measured with 20 variable indicators, each statement item of which has been averaged. All measurement items were adopted from the training, competency, workload and employee performance literature. Training indicators consist of Instructors, Training Participants, Methods, Materials, and Training Objectives, which were adopted from previous research [4]. Competency indicators consist of Knowledge, Attitudes/Behavior, and Skills adopted from

previous research [37]. Workload indicators consist of Working Conditions, Use of Working Time, and Targets to be achieved, which were adopted from previous research [41]. Then, employee performance indicators consist of Quality, Quantity, Time, Cost, Service Orientation, Commitment, Work Initiative, Cooperation and Leadership [27]. All items were evaluated on a five-point Likert scale, from "strongly disagree (1)" to "strongly agree (5)". This research involved a sample of 62 people who worked at the DIY Education and Training Agency, and data collection was carried out through an offline survey. Data The collected data were analyzed using validity tests, reliability tests, adjusted R-Square tests, and hypothesis tests using structural equation models (SEM). In this research, "Training" (X1) and "Competence" (X2) are independent variables; meanwhile "workload" acts as a mediating variable (Z), and "Employee Performance" is the dependent variable (Y).

#### 4. RESULTS AND DISCUSSION

In this study, researchers used data from questionnaires collected from 62 respondents. The data is then processed to

understand perceptions of the investigated variables. Of all the questionnaires distributed, 62 were returned with a response rate of 100%.

**Table 3. Respondent Characteristics**

		Frequency	Percent	Valid Percent	Cumulative Percent
Position	High Leadership Position	1	1,6	1,6	1,6
	Administrative Position	44	71,0	71,0	72,6
	Functional	17	27,4	27,4	100,0
	Total	62	100,0	100,0	
Gender	Man	32	51,6	51,6	51,6
	Woman	30	48,4	48,4	100,0
	Total	62	100,0	100,0	
Age	21 - 30 Years	9	14,5	14,5	14,5
	31 - 40 Years	11	17,7	17,7	32,3
	41 - 50 Years	19	30,6	30,6	62,9
	51 - 65 Years	23	37,1	37,1	100,0
	Total	62	100,0	100,0	
Years of service	0 - 5 Years	7	11,3	11,3	11,3
	6 - 10 Years	10	16,1	16,1	27,4
	11 - 15 Years	8	12,9	12,9	40,3
	16 - 35 Tahun	37	59,7	59,7	100,0
	Total	62	100,0	100,0	
Last education	JUNIOR HIGH SCHOOL	1	1,6	1,6	1,6
	SENIOR HIGH SCHOOL	8	12,9	12,9	14,5
	Diploma	7	11,3	11,3	25,8
	Bachelor	30	48,4	48,4	74,2
	Masters	12	19,4	19,4	93,5
	Doctor	4	6,5	6,5	100,0
	Total	62	100,0	100,0	

Source: Data processed using SPSS 26, 2024

Table 3 shows the distribution of positions in the Badan Pendidikan dan Pelatihan DIY. Administrative positions dominate 71% of the total ASN, followed by functional positions (27.4%) and high leadership positions (1.6%). Gender balance is considered relatively balanced, supporting harmonious cooperation [47], [48]. The majority of employees are aged 51-65 years (37.1%), indicating that the majority of

employees are experienced (Lasut et al., 2017); however, productivity tends to decline after 60 years [49]. The majority have work experience between 16 and 35 years (59.7%), indicating high loyalty [50]. The majority have a bachelor's degree, indicating the importance of adequate certification [51], [52]. This data is essential for future HR recruitment and career development policies.

**Table 4. Descriptive Statistics**

Variables	N	Min	Max	Mean	Std. Dev.
Training	62	3,00	5,00	4,068	0,614
Competence	62	2,83	5,00	3,935	0,542
Workload	62	3,00	5,00	4,123	0,564
Employee Performance	62	3,15	5,00	4,248	0,463
Valid N ( <i>listwise</i> )	62				

Source: Data processed, 2024

In Table 4, the N value or the amount of data examined in this research is 62 respondents. The results of descriptive statistics have a minimum value of 2.83 and a maximum value of 5.00, which means that

more respondents answered questions with the highest scores on questionnaire items regarding employee performance. This can be seen from the mean value of the Employee Performance variable of 4.248.

**Table 5. Outer Loading dan AVE**

Variable	Item	Outer Loading	AVE
Training	PL1	0,890	0,798
	PL2	0,848	
	PL3	0,886	
	PL4	0,937	
	PL5	0,904	
Competence	KP1	0,847	0,763
	KP2	0,888	
	KP3	0,885	
Workload	BK1	0,925	0,823
	BK2	0,907	
	BK3	0,890	
Employee Performance	KJ1	0,878	0,611
	KJ2	0,765	
	KJ3	0,754	
	KJ4	0,749	
	KJ5	0,815	
	KJ6	0,740	
	KJ7	0,771	
	KJ8	0,769	
	KJ9	0,783	

Source: Primary data processed using SmartPLS 3.2.9, 2024

The analysis results from Table 5 show that the outer loading value of the variables measured is  $>0.7$ , indicating that the indicators used do not need to be removed and meet the convergent validity

requirements. The Average Variance Extracted (AVE) value for each variable is  $>0.5$ , indicating adequate validity for use in further research.

**Table 6. Discriminant Validity**

	Training	Competence	Workload	Employee Performance
PL1	<b>0,890</b>	0,588	0,618	0,660
PL2	<b>0,848</b>	0,691	0,680	0,714
PL3	<b>0,886</b>	0,690	0,687	0,708
PL4	<b>0,937</b>	0,689	0,687	0,706
PL5	<b>0,904</b>	0,704	0,731	0,718
KP1	0,688	<b>0,847</b>	0,643	0,613
KP2	0,707	<b>0,888</b>	0,613	0,699
KP3	0,581	<b>0,885</b>	0,602	0,646
BK1	0,697	0,687	<b>0,925</b>	0,764
BK2	0,730	0,607	<b>0,907</b>	0,794

BK3	0,649	0,636	<b>0,890</b>	0,744
KJ1	0,727	0,632	0,796	<b>0,878</b>
KJ2	0,526	0,608	0,607	<b>0,765</b>
KJ3	0,562	0,606	0,563	<b>0,754</b>
KJ4	0,469	0,564	0,648	<b>0,749</b>
KJ5	0,619	0,515	0,629	<b>0,815</b>
KJ6	0,646	0,505	0,618	<b>0,740</b>
KJ7	0,627	0,617	0,738	<b>0,771</b>
KJ8	0,707	0,576	0,718	<b>0,769</b>
KJ9	0,606	0,634	0,587	<b>0,783</b>

Source: Primary data processed using SmartPLS 3.2.9, 2024

The cross-loading value of each indicator in its respective variable exceeds the cross-loading value of indicators from other

variables. This indicates that this research test has strong discriminant validity, making it suitable for further research and analysis.

**Table 7. Composite reliability dan Cronbach's Alpha**

Variable	Composite reliability	Cronbach's Alpha
Training	0,952	0,936
Competence	0,906	0,844
Workload	0,933	0,893
Employee Performance	0,934	0,920

Source: Primary data processed using SmartPLS 3.2.9, 2024

Based on Table 7, the Composite Reliability value for each variable is > 0,7, indicating adequate reliability for further

research. The Cronbach's Alpha value for each variable is also > 0,7, indicating reliability suitable for further research.

**Table 8. R Square test**

	R Square	R Square Adjusted
Workload	0,624	0,611
Employee Performance	0,778	0,766

Source: Primary data processed using SmartPLS 3.2.9, 2024

Based on the data in Table 8, around 62.4% of the workload variance can be explained by training and competency variables, while other external factors influence the remaining 37.6%. Meanwhile,

77.8% of the variation for employee performance variables can be explained by training and competency, while other external factors influence the remaining 22.2%.

**Table 9. Direct Effect**

Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Training → Employee Performance	0,235	0,114	2,064	0,020
Competence → Employee Performance	0,197	0,082	2,393	0,009

Source: Primary data processed using SmartPLS 3.2.9, 2024

H1: Training has a positive and significant effect on employee performance

In Table 9, the original sample estimate is 0.235. The p-value is 0.020, smaller



than the significance level of 0.05. Based on the hypothesis test, there is support for  $H_a$ , or  $H_a$  is accepted, which shows that training positively and significantly affects employee performance within the Badan Pendidikan Dan Pelatihan DIY.

H2: Competence has a positive and significant effect on employee performance

In Table 9, the original sample estimate is 0.197. The p-value is 0.009, smaller than the significance level of 0.05. Based on the hypothesis test, there is support for  $H_a$ , or  $H_a$  is accepted. This shows that competence positively and significantly affects employee performance within the Badan Pendidikan Dan Pelatihan DIY.

**Table 10. Indirect Effect**

Path	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Training → Workload → Employee Performance	0,280	0,095	2,953	<b>0,002</b>
Competence → Workload → Employee Performance	0,162	0,076	2,146	<b>0,016</b>

Source: Primary data processed using SmartPLS 3.2.9, 2024

H3: Workload mediates the effect of training on employee performance

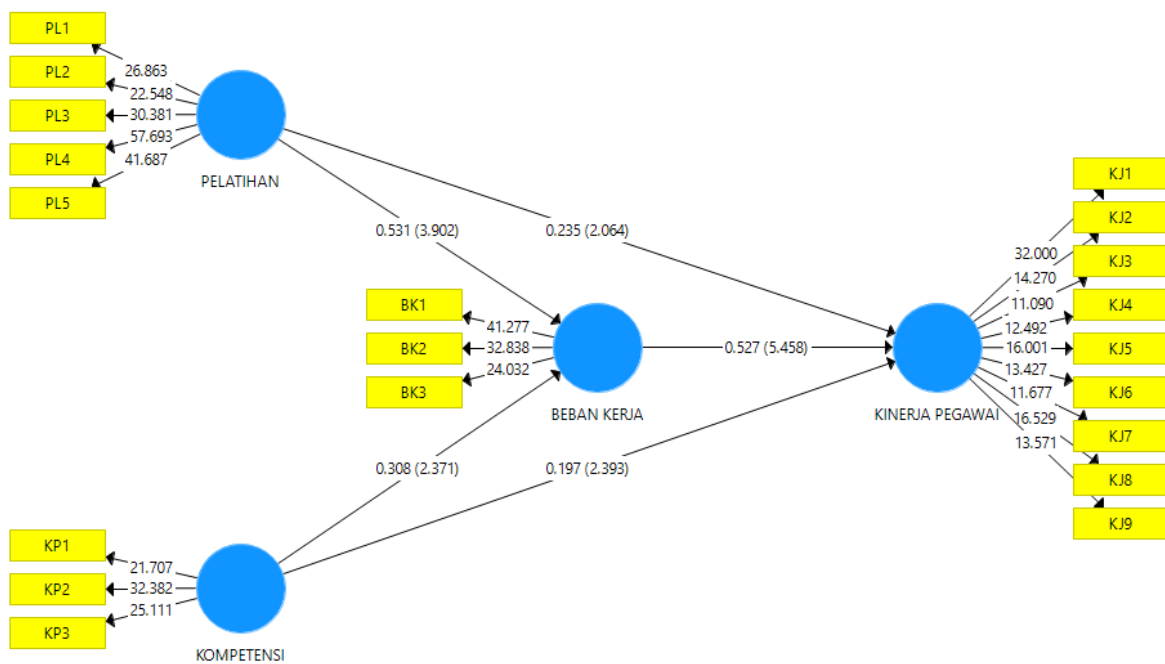
In Table 9, H3 shows a positive and significant effect of training on employee performance, mediated by workload, with an original sample estimate of 0.280. The p-value is 0.002, smaller than the significance level of 0.05. Based on the hypothesis test results, there is support for  $H_a$ , or  $H_a$  is accepted, indicating a mediating influence from workload in the influence of training on employee performance within the Badan Pendidikan Dan Pelatihan DIY. The impact between the three variables in Hypothesis 3 is positive and significant, which means an increase in the training variable will affect the workload variable, increasing the employee performance variable.

Based on research findings, workload plays a complementary role as a mediator in the influence of training on employee performance, thereby producing partial mediation. Complementary (partial) mediation occurs when both direct and indirect influences have the same significance and move in a uniform direction. This implies that the existence of mediation by workload can indirectly explain the impact of training on employee performance.

H4: Workload mediates the influence of Competency on Employee Performance

In Table 9, H4 shows a positive and significant effect of competence on employee performance, mediated by workload, with an original sample estimate of 0.162. The p-value is 0.016, smaller than the significance level of 0.05. Based on the hypothesis test results, there is support for  $H_a$ , or  $H_a$  is accepted, indicating a mediating influence from workload in the influence of competency on employee performance within the Badan Pendidikan Dan Pelatihan DIY. The impact between the three variables in Hypothesis 4 is positive and significant, which means that an increase in the competency variable will affect the workload variable, increasing the employee performance variable.

Based on research findings, workload has a complementary role as a mediator in the influence of competence on employee performance, thereby producing partial mediation. Complementary (partial) mediation occurs when both direct and indirect influences have the same significance and move in a uniform direction. This implies that the existence of mediation by workload can indirectly explain the impact of competence on employee performance.



Gambar 2. Hasil Path Coefficient

### The Effect of Training on Employee Performance

Research confirms that training at the Badan Pendidikan Dan Pelatihan DIY positively and significantly impacts employee performance. Hypothesis testing supports the critical role of training in improving performance. Respondents expressed high satisfaction with the training, including instructors, participants, methods, materials, and objectives. Perceptions of employee performance also reflect a very high level, indicating the positive impact of training on employee performance. Education and training programs at the Badan Pendidikan Dan Pelatihan DIY are carried out using various methods adapted to the type of work, encouraging employee motivation to improve performance [53]–[55].

The agency has provided various training to employees at the Badan Pendidikan Dan Pelatihan DIY, including handling work that has a high difficulty level [56]. Internal training, such as archives training, property management training, personnel administration training, PBJP Level 1 competency training, and others, directly affect employee performance according to their primary duties and functions. This is

consistent with the objectives of organizing training, which include improving performance, developing employee skills, solving operational problems, and preparing for promotion [57], [58].

This research shows that improving the quality of training can improve overall employee performance through instructor evaluation, method adjustments, and the development of training materials [59]. Participants' active involvement in learning also has the potential to increase understanding and practical application of training material, which positively impacts employee performance [60]. Employees who undergo practical training will have the skills and knowledge necessary to handle work tasks better [61], providing benefits to the organization in increasing productivity, service quality, and achieving goals [62].

The results of this research are consistent with previous research, which shows that training affects employee performance [22]–[24], [34], [43], [63], [64]. This finding also aligns with research by [65], which shows a positive relationship between motivation, training and employee performance.

### *The Influence of Competency on Employee Performance*

The research results support the proposed hypothesis, with employee competency positively and significantly affecting performance at the Badan Pendidikan Dan Pelatihan DIY. Respondents have a high perception of employee competence and performance, demonstrating the ability to carry out their duties well and achieve the specified performance standards [66]. These findings indicate a positive relationship between employee competence and their performance.

The Badan Pendidikan Dan Pelatihan DIY continues strengthening employee competency development programs, recognizing the importance of qualified human resources for organizations [67]. Through education and training, employees can improve competencies relevant to job demands and overall performance [68]. The implication is the need for continuous efforts to develop employee competencies as a long-term investment to improve the quality and effectiveness of the organization.

This research provides an understanding of employee perceptions of competency and performance, enabling the Badan Pendidikan Dan Pelatihan DIY to identify areas that need improvement and develop strategies to optimize employee competency and performance.

Although these findings are consistent with several previous studies [69]–[73] which show a positive relationship between competency and employee performance, several other studies show different results [14], [25], which highlights the complexity of factors that influence employee performance.

### *Workload mediates the effect of training on employee performance*

Based on the hypothesis test results, there is support for  $H_a$ , which shows a mediating influence of workload on the impact of training on employee performance within the Badan Pendidikan Dan Pelatihan DIY. Employees with practical and relevant

training will have the skills and knowledge to cope with job demands (workload) [61].

The high workload of civil servants at the Badan Pendidikan Dan Pelatihan DIY spurs the desire to achieve higher performance through increased quantity. For example, increasing the number of training programs held each year, increasing the number of training participants who can be served in one period, and increasing the number of training modules and materials developed and implemented in the training curriculum. In addition, employees are also trying to increase the number of reports and evaluations completed in a shorter time and increase the number of collaborations with other agencies to expand the reach and impact of training programs.

It is improving the quality of civil servants' performance at the Badan Pendidikan Dan Pelatihan DIY and, for example, developing training materials that are more relevant and up-to-date with current needs, increasing instructor competence and expertise through advanced training and certification programs, as well as implementing more interactive and effective teaching methods.

It reduces costs in the performance of civil servants at the Badan Pendidikan Dan Pelatihan DIY and, for example, utilizes internal resources, such as instructors from within the agency, to reduce external honorarium costs. Operational efficiency by holding training centrally in one location equipped with complete facilities, thereby reducing space and equipment rental costs. Optimize the training schedule so that it is more structured and well-planned.

We are increasing service orientation in the performance of civil servants at the Badan Pendidikan Dan Pelatihan DIY. For example, we provide responsive and friendly service to training participants and comfortable and adequate facilities for training participants. Training participant satisfaction surveys should be used to obtain feedback and make continuous improvements.

Increased commitment to the performance of civil servants at the Badan Pendidikan Dan Pelatihan DIY. For example, taking additional training or certification relevant to the employee's duties. Puts the agency's interests before personal interests by being willing to go the extra mile when necessary to ensure the smooth running of the training program.

They are increasing work initiatives in the performance of civil servants at the Badan Pendidikan Dan Pelatihan DIY. For example, employees propose creative ideas to increase efficiency in the training process. Employees take on additional responsibilities beyond their core duties, such as mentoring new employees or initiating innovative projects supporting the agency's mission.

Increased cooperation in the performance of civil servants at the Badan Pendidikan Dan Pelatihan DIY. For example, employees may work in teams to design and implement complex training programs, with each team member taking on a role appropriate to the employee's skills and experience. Share knowledge and experience with colleagues through formal discussions in meetings or informally in the workplace to support each other and strengthen each other's abilities.

Improving and developing human resources is a critical factor in achieving the required capabilities and flexibility and achieving a high level of professionalism, especially for civil servants [74]. However, this increase can add to the existing workload if preparations are not made from the start. Regarding training, the Badan Pendidikan Dan Pelatihan DIY continues to improve the quality of instructors, methods, materials, and training objectives to ensure that training is practical and relevant to employee duties. By paying attention to and managing these aspects well, the Badan Pendidikan Dan Pelatihan DIY can improve overall employee performance, increase employee satisfaction, and achieve organizational goals more effectively [75]. The increasing negative sentiment towards the performance of civil servants, including low service standards,

limited capabilities, and public bureaucratic constraints, has made government organizations continue to improve the quality of human resources [76], [77].

The results of this research are in line with the results of research carried out by Judanto [43], which states that training has a positive and significant effect on workload and Akhir Lubis [34]; Asriani et al. [17]; Parinduri & Indrawan [42] stated that workload has a positive and significant effect on employee performance.

#### *Workload mediates the influence of Competency on Employee Performance*

Based on the research results, workload's influence on competency's influence on employee performance at the Badan Pendidikan Dan Pelatihan DIY is mediating. This research found that when employees have competencies that are their primary duties and functions, the workload increases, indirectly increasing employee performance [78]. In this context, workload is understood as a challenge and an opportunity to increase productivity and the quality of employee work [79]. This illustrates the close influence between individual competence and task completion effectiveness, contributing to overall organizational performance.

Based on this research, the workload felt and experienced by employees at work can positively impact their performance [79]. The Badan Pendidikan Dan Pelatihan DIY recognizes the importance of managing employee workload wisely, including paying attention to the number of tasks assigned, appropriate time allocation, and fair workload distribution among employees [80]. Thus, efforts to reduce excessive workload while ensuring employees have adequate resources to complete tasks effectively are essential strategies for improving employee performance.

In managing human resources and workload, the Badan Pendidikan Dan Pelatihan DIY strives to create a work environment that supports optimal employee performance [80]. This includes attention to task organization, assignment-matching skills, and efficient time management. Thus, this agency not only

focuses on increasing employee competency but also on optimizing the use of human resources to achieve organizational goals more effectively and efficiently.

The results of this research are in line with the results of research carried out by Firmansyah & Nugrohoseno [10], which states that competence has a positive and significant effect on workload and Azizah et al. [44]; Elvira & Widodo [45]; Firmansyah & Nugrohoseno [10] stated that workload plays a mediating role in the influence of competency on employee performance.

## 5. CONCLUSION

Based on the analysis and discussion that has been carried out, the role of the competency variable is a predictor of higher influence than the role of the training variable on employee performance. Overall, the following conclusions can be drawn: Training has a positive and significant effect on the performance of civil servants in Badan Pendidikan Dan Pelatihan DIY employees. Competency also has a positive and significant effect on the performance of civil servants in Badan Pendidikan Dan Pelatihan DIY employees. Training also positively and

significantly affects employee performance through the workload on Badan Pendidikan Dan Pelatihan DIY employees. Competency also positively and significantly affects employee performance through the workload of Badan Pendidikan Dan Pelatihan DIY employees.

## LIMITATION

The limitation of this research is that it focuses on training and competency variables alone without considering other factors that can also influence employee performance, such as motivation, work environment and other personal factors. In addition, this research uses quantitative methods, so it cannot explore in depth the context and experiences that might influence the results. The limited sample at the Badan Pendidikan Dan Pelatihan DIY also limits the generalization of the findings to be applied to a broader context. Furthermore, this research only covers the relationship between training, competency and employee performance without looking at specific aspects of employee performance that can be influenced by training and competency.

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