

Analysis of Work Design and Workload on The Performance of Pematang Serai Village Officials, Langkat District

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ABSTRACT

This study aims to analyze the effect of work design and workload on the performance of village officials in Pematang Serai Village, Langkat Regency. A quantitative approach was employed using multiple linear regression analysis to examine the relationship between independent variables (work design and workload) and the dependent variable (officials' performance). Data were collected from 20 respondents using a structured questionnaire that was tested for validity and reliability. The results show that work design significantly affects performance, although the effect is negative. Conversely, workload has a positive and significant effect on performance. Simultaneously, work design and workload significantly contribute to performance, as indicated by an Adjusted R-Square value of 94.8%, suggesting that these two variables explain the majority of the variation in village officials' performance. This study highlights the importance of optimizing work design and managing workload effectively to enhance productivity and efficiency among village officials. The practical implication is the need for policies that support balanced workload distribution and effective work planning. These measures are expected to improve organizational performance overall and create a more productive and satisfying work environment.

Keywords: Work Design, Workload, Employee Performance, Village Apparatus

Introduction

The performance of village apparatus significantly influences governance and community trust. Studies have highlighted factors such as justice perceptions, leadership styles, and organizational commitment as key determinants of their effectiveness. Justice perceptions, encompassing distributive, procedural, and interactional justice, play a vital role in enhancing engagement and outcomes. Research demonstrates that fair treatment and transparent processes are associated with higher engagement and improved performance.

Leadership, particularly transformational leadership, is another crucial factor. Evidence from East Halmahera Regency illustrates how transformational leadership fosters motivation and enhances performance. Leaders who inspire their teams can create a conducive environment for better governance. This underscores the interplay between leadership styles and motivation in achieving optimal outcomes. Organizational commitment further influences performance. It mediates relationships between factors such as justice perceptions and work environment with performance, emphasizing its importance in governance structures. Competence,

compensation, and motivation are also critical predictors, illustrating the multifaceted nature of performance determinants.

Transparency and accountability are integral to effective governance. Studies reveal that when village governments maintain transparency and accountability, community trust strengthens, thereby improving apparatus performance. Good governance practices promote an environment where officials can operate effectively. Work design and workload also affect village officials' performance. Work design, which involves structuring tasks and responsibilities, and workload, referring to assigned work volume, significantly impact job satisfaction and efficiency. The Job Characteristics Model (JCM) highlights task variety, autonomy, and feedback as critical components that enhance motivation and performance. Research indicates that meaningful and autonomous work roles lead to better outcomes.

Excessive workloads, as observed during crises like the COVID-19 pandemic, can cause burnout and reduce satisfaction, negatively impacting performance. Conversely, balanced workloads paired with effective work design can improve efficiency. Community participation in decision-making processes, such as development planning, enhances governance and ensures work design aligns with local needs.

The integration of technology, including e-government initiatives, streamlines processes and reduces bureaucratic burdens. Digital tools enhance transparency, efficiency, and accountability, leading to better performance. Studies confirm that technology fosters community engagement and improves governance outcomes.

Despite progress, research gaps persist. Specific elements of work design, such as task variety and autonomy, remain underexplored in the context of village governance. While the Job Characteristics Model provides a framework, empirical studies specific to village officials are limited. This gap hinders a comprehensive understanding of optimizing work design for performance improvement. The impact of workload also generates debate. Some research links excessive workload to burnout and reduced performance, while others suggest manageable workloads, coupled with good work design, can enhance motivation and efficiency. Nuanced research addressing the interplay between workload, work design, and individual characteristics like self-efficacy and commitment is necessary.

Existing studies often emphasize individual factors such as competence and accountability without examining their interaction with work design and workload. Although competence correlates with better outcomes, the mechanisms through which work design and workload influence this relationship need further investigation. Addressing these gaps offers multiple benefits. Enhanced understanding of work design and workload relationships can improve management practices, increasing job satisfaction and performance among village officials. Tailored training programs to strengthen competencies will further equip officials for their responsibilities. Additionally, insights into these dynamics can inform policies aimed at fostering accountability and transparency, ultimately benefiting governance and public service delivery.

Literature Review

Performance

Performance is a dynamic concept with diverse interpretations across fields. In organizational management, it often refers to the extent individuals or groups achieve objectives effectively within a structured system. This includes metrics like efficiency, output quality, and adherence to timelines. Newman et al. define urban policy performance as the ability to evaluate planning

impacts, noting a lack of consensus on its definition due to the complexity of indicators like land use, demographic shifts, and economic trends. This diversity underlines the importance of standardized measurement frameworks.

In healthcare, performance frequently focuses on clinical results and intervention efficacy. Hassan et al. highlight the role of performance in defining fetal growth restrictions, showing how precise definitions can influence neonatal outcomes. This emphasizes the context-specific nature of performance across sectors.

In logistics and supply chain management, Götz et al. stress the necessity of well-defined performance indicators to represent operational activities effectively. Clear metrics are critical for management and organizational benchmarking. In educational psychology, Corral et al. explore how definitional clarity enhances learning and task execution, demonstrating the importance of accurate terminology for effective knowledge application.

Work Design

Work design involves structuring tasks, roles, and relationships to enhance employee performance and overall satisfaction. Niebuhr et al. describe it as a process of creating conditions conducive to achieving tasks efficiently while simultaneously fostering motivation and mitigating stress levels. This dual focus ensures that both productivity and employee well-being are prioritized. Giancaspro connects work design with the work-family interface, highlighting that thoughtful structuring of responsibilities can alleviate burnout and promote better individual and organizational outcomes. Similarly, Knight et al. underscore the importance of relational job characteristics, emphasizing aspects such as autonomy and constructive feedback as essential components for organizational success, particularly in environments where teamwork and interdependence are critical. Sudha argues that job design significantly contributes to the creation of meaningful work experiences, asserting that roles crafted with intention not only enhance public service motivation but also lead to improved performance outcomes.

The interplay between job design and organizational outcomes reveals the importance of deliberate structuring. Focusing on task accomplishment, supportive relationships, and personal autonomy fosters a balanced approach that benefits both employees and organizations. By addressing stress reduction, motivation, and meaningful engagement, effective work design serves as a cornerstone for sustainable productivity and employee satisfaction, as highlighted across various research perspectives.

Workload

Workload is broadly defined as the volume and complexity of tasks assigned within a specific period, encompassing physical, psychological, and temporal dimensions. Anggraeny describes it as the average range of activities involving these elements. The perception of workload can vary significantly depending on factors such as individual experience and task difficulty. Ferramosca et al. emphasize that limited skills may heighten task-induced stress and complicate the completion of responsibilities. Additionally, Novia et al. highlight the interplay between task volume and time constraints, pointing out that excessive expectations often lead to heightened stress levels.

In the nursing field, Ivziku et al. classify workload into three primary categories: physical, mental, and emotional. Each of these dimensions uniquely influences staff performance, with emotional challenges frequently arising from interactions with patients and their families. Dwitanti focuses on the importance of task management, connecting workload to work-life balance and the overall satisfaction of employees. Balancing task distribution effectively not only reduces occupational stress but also promotes a healthier and more productive work environment. Understanding the diverse aspects of workload and addressing the challenges they present is essential for fostering a sustainable, efficient, and supportive workplace culture. Each perspective underscores the multifaceted nature of workload and its implications.

Based on the preceding discussion of the literature, the researcher formulates the following conceptual framework as follows:

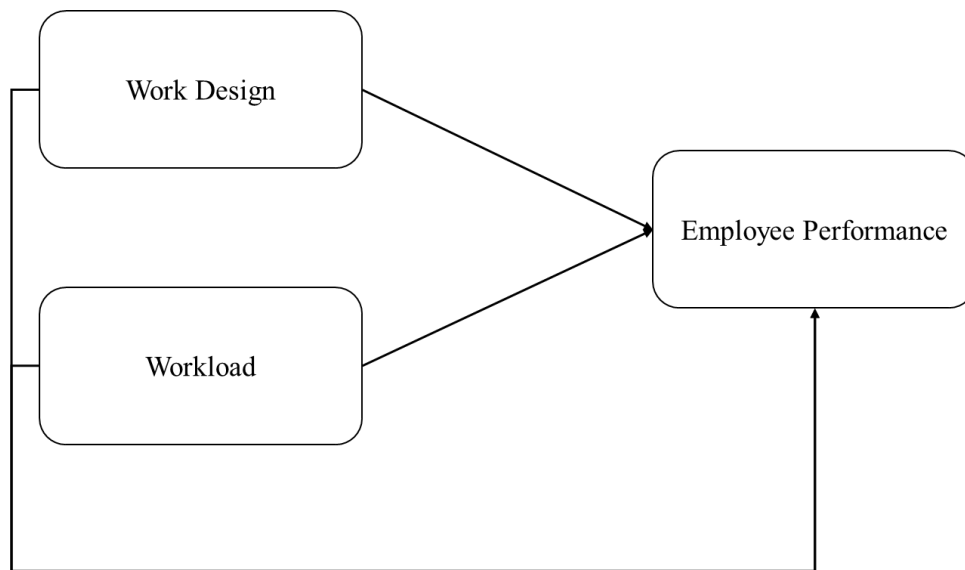


Figure 1. Conceptual Framework

Building upon the preceding discussion and the accompanying illustration, the researcher proposes the following hypothesis:

H1 : Work design has a positive and significant effect on the performance of Pematang Serai village officials, Langkat Regency.

H2 : Workload has a positive and significant effect on the performance of Pematang Serai Village officials, Langkat Regency.

H3 : Work design and workload have a positive and significant effect on the performance of Pematang Serai Village officials, Langkat Regency.

Research Methodology

The study will employ a quantitative research design, utilizing multiple linear regression to explore the relationships between work design, workload, and performance. Multiple linear regression is particularly suitable for this analysis as it allows for the examination of the linear relationship between a dependent variable (performance) and multiple independent variables (work design and workload).

Population and Sample Size

The population for this study will consist of all village officials and development stakeholders in Pematang Serai Village. A sample size will be determined using a stratified random sampling technique to ensure representation across different roles within the village administration. A sample size of approximately 20 respondents may be adequate for statistical analysis, following guidelines for sample size determination in regression studies.

Research Constructs and Measurement Items

The key constructs in this study will include work design, workload, and performance. Work design will be measured using items that assess task variety, autonomy, and feedback mechanisms. Workload will be evaluated through items that gauge the volume of work and time constraints. Performance will be measured by assessing the effectiveness and efficiency of development initiatives in the village. Each construct will be operationalized using a Likert scale to quantify responses.

Data Collection Procedures

Data will be collected through structured questionnaires distributed to the selected sample. The questionnaires will be designed to capture information on the constructs mentioned above. Prior to distribution, a pilot test will be conducted to ensure the reliability and validity of the measurement items. Data collection will be facilitated through both online and face-to-face methods to maximize response rates.

Data Analysis Procedures

The collected data will be analyzed using multiple linear regression analysis to determine the impact of work design and workload on performance. This analysis will involve checking for assumptions of normality, linearity, and homoscedasticity before interpreting the regression coefficients. The results will provide insights into how variations in work design and workload influence the performance of village development initiatives.

Results

Normality Test

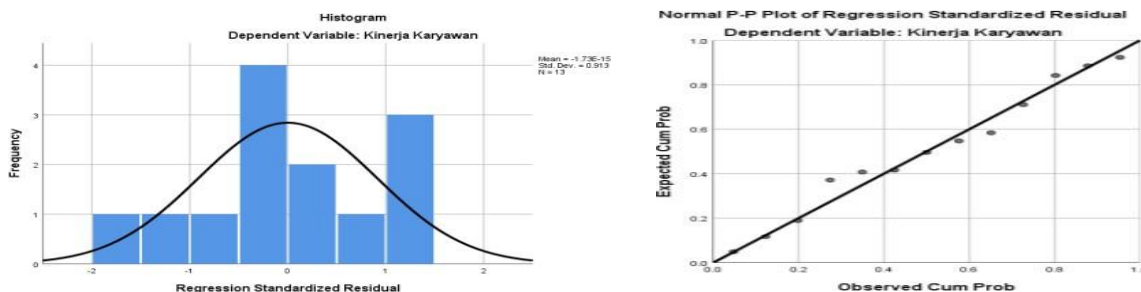


Figure 2. Normality Test

From the picture above, it can be seen that the data in this study shows a normal distribution. This is indicated by the histogram which has a symmetrical convexity in the center. In addition, based on the normal P-P plot, it can be seen that the data points are around the diagonal line. Therefore, it can be concluded that the data distribution in this study is normally distributed.

Partial Correlation Test

Table 1. Partial Correlation Test

		Correlations		
		Work Design	Workload	Employee Performance
Work Design	Pearson Correlation	1	.880	.741
	Sig. (1-tailed)		.000	.002
	N	20	20	20
Workload	Pearson Correlation	.880	1	.955
	Sig. (1-tailed)	.000		.000
	N	20	20	20
Employee Performance	Pearson Correlation	.741	.995	1
	Sig. (1-tailed)	.002	.000	
	N	20	20	20

Correlation is significant at the 0.01 level (1-tailed).

Source: Output SPSS 24

The correlation table shows the partial correlation of the dependent variable with the independent variable as follows:

- $r_{X1} = 0.741$ indicates that there is a strong relationship between the work design variable and employee performance. This indicates that the better the work design, the

higher the employee performance. This high relationship underscores the importance of effective planning and work design to improve productivity and efficiency in organizations. to increase productivity and efficiency in organizations. This finding is in line with the literature which states that a clear and organized work structure can motivate employees and improve their work output.

- $r^2 = 0.955$ indicates a very strong relationship between workload variables and employee performance. This indicates that changes in workload have a significant impact on employee performance. This very high correlation confirms that a well-managed workload can contribute substantially to improved employee performance. This finding supports the view in the literature that effective workload management is key to achieving optimal productivity and employee well-being in an organization.

Multiple Linear Regression Test

Table 2. Multiple Linear Regression Test

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.344	1.593		.844	.419		
Work Design	-.400	.125	-.444	-3.203	.009	.225	4.443
Workload	1.335	.138	1.346	9.703	.000	.225	4.443

a. Dependent Variable: Employee Performance

Source: Output SPSS 24

The results of the SPSS Output 24 coefficients table, the regression equation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$\text{Employee Performance} = 1,344 + (-0,400 \text{ Working Plan}) + 1,335 (\text{Workload}) + \epsilon$$

Multiple linear regression equations:

- If Work Design and Workload are well implemented, then the level of Employee Performance in Pematang Serai Village, Langkat Regency, will increase significantly. This indicates that effective management of these two variables has a substantial positive impact on employee performance.
- If the work design in Pematang Serai Village, Langkat Regency is not managed properly, then employee performance will experience a significant decline. This confirms the importance of effective work planning to ensure improved employee performance.
- If the Workload in Pematang Serai Village, Langkat Regency is well managed, then Employee Performance will increase significantly. This shows that effective workload management has a substantial positive impact on improving employee performance.

T-Test Results

- Variable X1 (Work Design)
Based on the t test results, the t value (T_h) of -3.203 is smaller than the t table (T_t) of 1.72472. In addition, the significance value of 0.009 is smaller than the significance level set at 0.05. Therefore, the alternative hypothesis (H_a) is accepted. This shows that Work Design has a significant influence on Employee Performance.
- Variable X2 (Workload)
Based on the t test results, the t value (T_h) of 9.703 is greater than the t table (T_t) of 1.72472. In addition, the significance value of 0.000 is smaller than the significance level set at 0.05. Therefore, the alternative hypothesis (H_a) is accepted. This shows that Workload has a significant influence on Employee Performance.

F-Test Result

Table 3. F-Test Result

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig	
Regression	81.244	2	40.622	110.399	.000 ^b	
Residual	3.680	18	.368			
Total	84.923	20				

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Workload, Work Design

Source: Output SPSS 24

The ANOVA test results with F (Fisher) analysis show that the calculated F value (110.399) is greater than the F table (3.59), so the alternative hypothesis (Ha) is accepted. This means that Work Design and Workload together have a significant influence on Employee Performance.

D-Test Result (R-Square)

Table 4. D-Test Result

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig F Change	Durbin Watson
						F	Change	df1		
1	.978 _a	.957	.948	.60659	.957	110.399	2	18	.000	1.278

a. Predictors: (Constant), Workload, Work Design

b. Dependent Variable: Employee Performance

Source: Output SPSS 24

The Adjusted R-Square value of 0.948 indicates that 94.8% of the variation in Employee Performance can be explained by Work Design and Workload. Meanwhile, the remaining 5.2% of the variation in Employee Performance is influenced by other variables not included in this research model.

Discussion

Effect of Work Design on Employee Performance

The results of person correlation show the relationship between work design and employee performance of 0.741 is at the level of a strong relationship, then the results of multiple linear regression show work design has a significant negative effect on employee performance where if work design is implemented, employee performance will decrease significantly. So the results of hypothesis testing also show that the hypothesis is accepted, meaning that work design has a significant effect on employee performance. Supporting this research are Prihatin & Haerani who argue that effective work design, which includes mindful practices, can improve employee performance by enabling better workload management. Their findings suggest that a well-structured work environment positively affects performance, emphasizing the importance of work design in achieving organizational goals. However, there are also those who Challenge this research, Shaari et al. present evidence that although the physical work environment affects employee performance, it is not directly correlated with work design. Their findings suggest that factors beyond work design, such as physical conditions, may play a more significant role in determining performance levels.

The Effect of Workload on Employee Performance

The results of person correlation show the relationship between Workload and Employee Performance of 0.955 is at the level of a very strong relationship, then the results of multiple linear regression show Workload has a significant positive effect on Employee Performance

where if Workload is implemented then Employee Performance will increase significantly. So the results of hypothesis testing also show that the hypothesis is accepted, meaning that workload has a significant effect on employee performance. Supporting this research are Claudia supports this argument, noting that workload negatively impacts performance through motivational mediation. The study corroborates previous research indicating that high workload correlates with decreased performance levels. However, there are also those who Challenge this research Wulandari found that the hypothesis stating workload negatively affects employee performance was rejected, indicating that workload, when managed properly, does not necessarily harm performance. Instead, work motivation played a more significant role in enhancing performance.

The Effect of Work Plan and Workload on Employee Performance

The results of this study indicate that Work Plan and Workload simultaneously have a significant influence on Employee Performance. This finding indicates that both variables play an important role in determining the level of effectiveness and productivity of employees in the organization. Supporting this research are Tannady this study explicitly states that workload and work motivation have a significant effect on employee performance. It emphasizes that both factors, when considered together, positively influence how well employees perform their tasks in logistics companies. This supports the argument that work plan and workload can jointly enhance employee performance. However, there are also those who Challenge this research Kabugade This study discusses various factors affecting employee performance, including workload. It suggests that while some factors may enhance performance, others, such as excessive workload, can detract from it. This indicates that workload alone does not guarantee improved performance, thus challenging the argument.

Conclusion

The conclusions of this research are:

1. Partially variable work design has a significant effect on employee performance in Pematang Serai Village, Langkat Regency.
2. Partially workload variables have a significant effect on employee performance in Pematang Serai Village, Langkat Regency.
3. Simultaneously work design variables and significant workload on employee performance in Pematang Serai Village, Langkat Regency.

The suggestions from this research are:

1. It is expected that the workload of employees in Pematang Serai Village, Langkat Regency can get more serious attention. A balanced workload is expected to increase the effectiveness of employee performance, so that organizational goals can be achieved more efficiently and productively.
2. For researchers who intend to research or are researching related topics, it is highly recommended to consider adding relevant variables or research methods. Thus, the research results are expected to provide greater benefits, especially for the people of Indonesia, and contribute to the development of science in the field studied.

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