

THE EFFECT OF WORKLOAD AND TRAINING ON EMPLOYEE PERFORMANCE (CASE STUDY AT TIKUNG LAMONGAN ISLAMIC JUNIOR HIGH SCHOOL)



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ABSTRACT

This research was motivated by the decline in employee performance at Tikung Lamongan Islamic Junior High School, which was caused by the large workload and lack of training for employees, so that the task work became less than optimal. This study aims to find out how much workload and training affect employee performance at Tikung Lamongan Islamic Junior High School. The research method uses a quantitative approach. The population in this study is all employees at Tikung Lamongan Islamic Junior High School. The sample used was 50 respondents. The data analysis technique uses multiple linear regression analysis, classical assumption tests, t-tests, f-tests, and realism. Based on the results of the analysis and discussion, it was obtained that workload and training have a significant influence on employee performance partially. From the calculation using multiple linear regression obtained that the workload and training simultaneously and significantly affect employee performance.

Keywords: *Workload; Training; Employee Performance*

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INTRODUCTION

In an institution, employees and employee performance are aspects of human resources that cannot be separated. This is because the existence of employees and employee performance have a very important role for the success of an institution or organization. Employee performance greatly determines the success or failure of a job in the sustainability of realizing an institution (Nugroho & Ratnawati, 2021). Therefore, human resources are important assets owned by an organization, so human resources must have proper governance and utilization. Human Resources (HR) play a very important role in the organization, especially qualified HR who have a high level of work motivation, thus accelerating the goals towards a successful and advanced company (Febrina & Rahmat, 2024).

Employees are the most important component in a company to carry out the production and distribution process (Setyo Widodo & Yandi, 2022). Therefore, employees must be able to contribute optimally to support productivity and development of the company, one of which is by daring to speak up expressing opinions, ideas, and ideas and always have active involvement in work and organization in an institution (Nugroho & Ratnawati, 2021). Thus, employees have a very important role in advancing a company or institution. If the performance of employees is low, the company will experience a failure in the work program that has been planned. On the other hand, if employee performance improves, the company will definitely realize a success in implementing a plan. In achieving the company's success, it depends on the performance of the employees (Firdaus et al., 2024). Therefore, to improve employee performance, an effort is needed that needs to be taken by the company or institution, one of which is to carry out training as a means of increasing the effectiveness of employee workload.

Efforts to improve employee performance include paying attention to workload. Effective workload provision can determine the extent to which employees can be given the maximum workload and the extent of its influence on the performance of the agency itself, because the workload is very important for an agency (Asriani et al., 2018). The influence of workload is quite dominant on the performance of human resources (Utari, 2021). In general, the workload is influenced by external factors and internal factors. The external factor of the workload is the workload factor that comes from outside the worker's body while the internal factor of the workload is the workload factor that comes from within the worker's own body (Aulia, 2021). In order to obtain maximum work ethic, human resource elements, especially the workforce, must go through a management system or be arranged ideally and optimally so that the comfort arises in each stakeholder or person involved in an entity when carrying out its obligations and producing optimal success (Gupta, 2022). Employee performance is influenced by various factors including workload, work environment and training (Hakim et al., 2018).

The unique thing about this study is that it lies in the object of the research, namely educational institutions, because the management of labor management in educational institutions is certainly different from the management in non-educational institutions that focus on material profits. Not to mention that employees in educational institutions are also bound by the code of ethics of the education profession through various laws and government regulations related to the education system. The importance of employees for an institution certainly applies also to institutions that are oriented to the field of education, therefore educational institutions need a training for employees to optimize the performance of employee workload. This also applies to the Tikung Islamic Junior High School Education institution located in Bakalanpule Village, Tikung District, Lamongan Regency. The Tikung Islamic Junior High School Educational

Institution is an institution engaged in education, which maintains the professionalism and competence of human resources by always strengthening the abilities and awareness of each employee. In terms of conditions, Tikung Islamic Junior High School is an educational institution with private status, even though it has a private status, this Tikung Islamic Junior High School educational institution has been accredited A (Very Good).

The institution at this Islamic Junior High School certainly needs a good management coaching for its employees such as monitoring anything that can affect employee performance. At work, employees should get their rights in the form of ease in completing work according to their physical and mental abilities. For this reason, analysis related to employee workload is needed. Workload analysis is a human resource planning activity that aims to determine the need for manpower so that organizational goals can be achieved. In addition to workload, training can also affect employee performance, which according to (Maulyan, 2019). Training is one of the efforts to improve the quality of human resources in the world of work (Sinambela, 2022). Based on the results of interviews at the research site, it is known that employee performance has decreased, one of which is due to the lack of training such as supervision that is carried out every month, and work program evaluation. In addition, the problem of a large employee burden also causes a lack of employee achievement in meeting work standards.

As a private school, Tikung Islamic Junior High School is required to be able to accommodate the duties and workload of employees set every new school year through the Foundation's decree. Therefore, the leadership of Tikung Islamic Junior High School took strategic steps in the form of procurement of various kinds of training to the workforce, ranging from teachers who received various training and assistance related to learning needs, administrative personnel related to administrative management, to laboratory officers related to unit management training. This strategic step is proof of the efforts of SMP Islam Tikung to overcome the imbalance in employee workload with the condition of human resources (HR) of the workforce which must be improved through various trainings. The goal is of course to make employees able to optimally carry out and realize the responsibilities of the workload given by the institution. Based on this phenomenon, researchers were encouraged to conduct research at Tikung Islamic Junior High School about: the effect of workload, and training on employee performance.

The researcher aims to measure the extent of the influence of workload and training on employee performance at SMP Islam Tikung. The purpose of the study is to understand the impact of workload and training on employee performance, so that the research results can contribute to the management of workforce resources in educational institutions, which differs from management in non-educational institutions

LITERATURE REVIEW

Human Resource Management

Human Resource Management is a process of dealing with various problems in the scope of employees, employees, laborers, managers and other workers to be able to support the activities of the organization or company in order to achieve predetermined goals (Masram & Muah, 2017). Therefore, managers must ensure that the company or organization has the right workforce in the right place. In addition, the functions of human resources consist based on Garg (2022) that is (1) Staffing/employment, this function consists of three important activities, namely planning, withdrawal, and selection of human resources, in fact, managers are responsible for anticipating the needs of human resources; (2) Performance Evaluation, Assessment of the performance of human resources and managers. Managers assume the primary responsibility for evaluating their

subordinates and the human resources department is responsible for developing an effective form of performance appraisal and ensuring that such performance appraisals are carried out by all parts of the company; (3) Compensation, in terms of compensation / reward, a good coordination is needed between the human resources department and the managers. Managers are responsible in terms of salary increases, while the human resources department is responsible for developing a good salary structure. A compensation system that requires a balance between payments and benefits provided to the workforce; The Human Resources department is responsible for assisting managers in becoming effective coaches and advisors to their subordinates, creating effective training and development programs for both new employees (orientation) and existing ones (skill development), participating in these training and development programs, assessing the company's needs for training and development programs, and evaluating their effectiveness; in companies with labor unions, the HR department actively participates in negotiations and handles agreement issues with the union.

Workload Concept

Workload is the amount of tasks or activities that must be completed by an organizational unit or job owner within a certain time frame (Aprilia et al., 2017). The concept of workload can be viewed from two perspectives: subjective and objective. Objective workload refers to the total time a person spends on completing activities. Meanwhile, subjective workload is an individual's perception of the workload question posed in relation to overtime, job pressure, and job satisfaction (Janczewski, 2022). According to Aprilia et al., (2017), workload can be influenced by external and internal factors. External factors include (1) physical tasks such as workspace arrangement (layout, tools, and equipment), existing working conditions, as well as mental duties; (2) Work organization such as the length of working time, the existing organizational structure model, the delegation of duties and authorities that have been given; (3) Work environment, such as physical work environment, biological work environment, chemical environment and psychological work environment. While internal factors include physical factors (e.g. height, gender, health status, nutritional status) and psychological factors (cognition, motivation, desire, belief, and satisfaction). Then the workload indicators include work conditions, use of working time, and targets to be achieved (Diana, 2019).

Training

Training can be interpreted as an overall activity to give, acquire, improve, and develop potential, productivity, discipline and work ethic at a certain level of skill and expertise with a qualification or job level (Sutrisno, 2017). Training refers to any effort to acquire, improve and maintain professional skills, product production, attitudes and ethics at various levels of ability and specific skills, consistent with the standards and qualifications of the position and job (Willson & Hikmah, 2020). There are 5 training indicators according to Wahyuningsih in (Willson & Hikmah, 2020), namely (1) Training Objectives, which must be realistic and effectively conveyed so that training is conducted to develop work skills and increase participants' awareness of their job responsibilities; (2) Materials, which can include work management, essays, work correspondence, work psychology, work discipline and ethics, as well as work reporting; (3) Training Methods, using participatory approaches such as group discussions, seminars, exercises, demonstrations, educational events, tests, group work visits, and case studies; (4) Participant Qualifications, participants should meet qualification requirements, such as permanent employees or those recommended by their supervisors; (5) Qualifications of

Trainers, Trainers/trainers to participants must meet the qualification requirements such as: have skills related to training materials, be able to generate inspiration and motivation in participants and use participatory methods.

Performance concept

Performance is an achievement made by a person or a group of people in terms of quality and volume in carrying out each basic obligation and showing its role and function in accordance with benchmarks based on categories that have been determined by management (Robin et al., 2024). There are several factors that affect performance, including those stated by (Widyaningrum, 2019) are Ability and Fairness, Work Plan, Personality, Work Motivation, Leadership, Work Discipline, and Commitment. Then, employee performance can be measured using several indicators, Accuracy of work results, Accuracy and efficiency of work results, Neatness of work results, Number or workload that has been completed, and Punctuality (Robin et al., 2024). In addition, employee performance also has principles including honesty, service, responsibility, play, and two-way communication.

METHOD

This study uses quantitative research, this is because this research is related to numerical numbers, statistical figures, numerical scoring, and the number of samples determined based on the existing population. The variables used in this study are Workload (X_1) and Training (X_2) as independent variables and Employee Performance (Y) as dependent variables.

Then the population in this study is all employees at SMP Islam Tikung with a total of 50 employees. Population is a whole or set of objects with the same characteristics, while in the broad sense of population is a generelative area consisting of subjects or objects that have a certain quantity and characteristics that are determined by the researcher to be studied and then can be drawn from the node (Sugiyono, 2015). Determination of sample size can be done in this study by using the saturated sampling technique, which is a sample determination technique when all members of the population are used as samples (Hennink, 2022). Then the data collection used in this study is a preliminary study, literature study, and field research (google form, and questionnaire). The data analysis technique uses multiple linear regression, and classical assumption test (Alita, 2021).

RESULTS AND DISCUSSION

Multiple Linear Regression

Multiple Linear Regression Analysis is an analysis that connects two or more independent variables with a dependent variable in order to measure the intensity of the relationship between them (Gregorich, 2021). Based on the results of the multiple linear regression test, the following results are obtained.

Table 1
Multiple Linear Regression Test Results

Model	Coefficients					Collinearity Statistics	
	Unstandardized Coefficients	Standardized Coefficient		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	8.458	3.878		2.181	.034		
TOTALX1	.245	.104	.245	2.358	.023	.743	1.345
TOTALX2	.598	.098	.636	6.121	.000	.743	1.345

a. Dependent Variable : TOTALY

Source: Data processed by SPSS Version 25, 2024

According to the Table 1, the regression equation from the statistical calculations is as follows: $Y = a + b1X1 + b2X2$ ($Y = 8458 + 0.245X1 + 0.598X2$) Based on this regression equation, there are several explanations as follows:

- The constant value of 8458 can be interpreted as when the variables Workload and Training are considered zero (0), then Employee Performance will be 8458
- The regression coefficient value for the Workload variable is 0.245. This means that for every one unit increase in the Workload variable, Employee Performance will increase by 0.245. Conversely, a one unit decrease in the Workload variable will decrease Employee Performance by 0.245, assuming other variables remain constant
- The regression coefficient value for the Training variable is 0.598 This means that for every one unit increase in the Training variable, Employee Performance will increase by 0.598 units. Conversely, a decrease of one unit in the Training variable will decrease brand loyalty by 0.598 units, assuming other variables remain constant

Determination Coefficient Test (R^2)

The Coefficient of Determination (R^2) measures the model's ability to explain the independent variables in relation to the dependent variable, or it can also be said as the proposition of the influence of all independent variables on the dependent variable (Chicco, 2021). The value of the coefficient of determination can be measured by the Adjusted R-Square value, which is used for multiple independent variables (multiple linear regression)

Table 2
Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.789 ^a	.623	.607	2.877

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

Source: Data processed by SPSS Version 25, 2024

Based on the table 2, it is known that the magnitude of the determination coefficient (R^2) is 0.607 which means that 60.7% of the Employee Performance (Y) at SMP Islam Tikung can be explained by two independent variables, namely Workload (X_1) and Training (X_2), while the remaining 39.3% is explained by other factors that were not studied in this study.

Test Hypothesis Simultaneously (F Test)

The statistical test F is used to test the hypothesis that all independent variables included in the model collectively influence the dependent variable, and also to determine the feasibility of the regression model (Alita, 2021). Given $N=50$ with a significance level of 005 and explained by an F table result of 318, if the Significance Value < 005 , then the independent variables collectively and significantly affect the dependent variable, and if $F \text{ calculated} > F \text{ table}$, then the independent variables collectively and significantly influence the dependent variable

Table 3
Test Result F

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	641.693	2	320.847	38.763	.000 ^b
	Residual	389.027	47	8.277		
	Total	1030.720	49			

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X2, TOTAL_X1

Source: Data processed by SPSS Version 25, 2024

From the Table 3, it can be seen that the calculated F value is 38763, which is greater than the tabled F value of 318, and the significance is 0000, which is less than 005 This means that in this study, both Workload (X1) and Training (X2) variables together significantly influence Employee Performance (Y).

Partial Hypothesis Test (T-Test)

The T statistical test is used to test the hypothesis of the individual effect of independent variables on the dependent variable (Lee, 2022). Given $N=50$ with a significance level of 005 and explained by the T table of

Table 4
Test Result T

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	8.458	3.878		2.181	.034		
	TOTAL X1	.245	.104	.245	2.358	.023	.743	1.345
	TOTAL X2	.598	.098	.636	6.121	.000	.743	1.345

Source: Data processed by SPSS Version 25, 2024

If the significance value is < 005 , then H_0 is rejected and H_1 is accepted, meaning that the independent variable individually and significantly influences the dependent variable If the calculated t-value $> t\text{-table}$, then H_0 is rejected and H_1 is accepted, indicating that the independent variable affects the dependent variable (Cahyani, 2025). Therefore, the results of the t-test can be explained as follows:

- a. In the Workload variable (X_1), it is known that the calculated t value is 2.358 which is greater than the t table 2.008 ($2.358 > 2.008$). With a significance value of 0.023,

- which is less than 0.05 ($0.023 < 0.5$). With this, there is a significant influence between Workload (X_1) on Employee Performance (Y) at SMP Islam Tikung.
- b. In the Training variable (X_2), it is known that the calculated t value is 6.121 greater than the t table 2.008 ($6.121 > 2.008$). With a significance value of 0.000, which is less than 0.05 ($0.000 < 0.5$). With this, there is a significant influence between Training (X_2) on Employee Performance at SMP Islam Tikung.

Discussion

The influence of Workload (X_1) and Training (X_2) on Employee Performance (Y)

Partial influence of Workload and Training variables on Employee Performance at SMP Islam Tikung Lamongan Based on the t-test results, it is known that the Workload variable shows a significant influence on Employee Performance, with a calculated t-value greater than the table t-value ($2358 > 2008$) and a significance value of 0023, which is less than 005 ($0023 < 005$). Similarly, the Training variable also demonstrates a significant influence on Employee Performance, with a calculated t-value of 6121, greater than the table t-value of 2008 ($6121 > 2008$), and a significance value of 0000, which is less than 005 ($0000 < 005$). Therefore, there is a significant influence of Training (X_2) on Employee Performance at SMP Islam Tikung.

This shows that workload and training have an impact on employee performance. Heavy workloads can affect employee performance because they can cause effects in the form of fatigue both physically and mentally as well as emotional reactions that can be in the form of headaches, indigestion and irritability. Meanwhile, too little workload will cause boredom and monotony (Fil, 2021). Likewise, training shows a significant influence on performance. This is because effective training will increase the potential and performance of employees. Continuous improvement of employees' abilities and skills through training is an inevitable need, it has become part of the need itself and is an unavoidable way for companies that want to make human resources a source of competitive advantage (Putri & Irawanto, 2013).

The Simultaneously Influence of Workload (X_1) and Training (X_2) on Employee Performance (Y)

The simultaneous influence of Workload and Training on Employee Performance at SMP Islam Tikung Lamongan Based on the results of the F test, it is known that the variables Workload and Training show simultaneous and significant influence on the variable Employee Performance with a calculated F value of $38763 >$ the tabled F value of 318 and significance level of $0000 < 005$.

This study is in line with previous research conducted by (Agustinawati, 2019) titled The Influence of Workload and Compensation on Employee Performance in the Secretariat of Tabanan District Government, which found significant effects of workload on employee performance. Similarly, research by (Darmasari, 2022) titled The Influence of Workload and Job Stress on Employee Productivity at CV Sinar Utama Yamaha in Samarinda also found that both Workload and Job Stress significantly affect employee productivity.

The research on Training is also in line with previous research conducted by (Bolung et al., 2018) with the title "The Effect of Training and Compensation on Employee Performance in Bpmpd North Sulawesi Province" which stated that independent variables (training and compensation) had a positive and significant effect on employee performance. Likewise, a study conducted by (Sulu et al., 2022) entitled "The Influence of Training, Career Development, and Leadership Style on Employee Performance in the

Regional Education and Training Agency of Tomohon City" stated that career development training, as well as leadership style have a significant simultaneous effect on employee performance at the Tomohon City Regional Personnel and Training Agency.

Dominant Factors

The most dominant influence among the Workload and Training variables is on Employee Performance. Based on the results of the Multiple Linear Regression test, it is known that $Y = 8.458 + 0.245 X_1 + 0.598X_2$ from this value, it can be concluded that the Training variable (X_2) is the most dominant on Employee Performance by having the highest Beta value of 0.598. This is because with training, employees will develop their skills so that with the development of employee skills and competencies, work can be completed more effectively. This is in line with research conducted by previous research which states that the coefficient owned by the training method variable is positive, this means that the greater the value score of the trainer quality variable, the higher the assessment score for the employee performance variable will be (Putri & Irawanto, 2013).

CONCLUSION AND SUGGESTION

From the results of the research, test results, and discussions conducted and outlined in the previous chapter, several conclusions from the study are obtained as follows: the hypothesis and the first research question stating that Workload and Training have a positive and significant influence on Employee Performance. The hypothesis and formulation of the second problem which states that Workload and Training have a significant positive effect on Employee Performance, simultaneously and significantly affect the Employee Performance. The results of the discussion also concluded that the Training is the most dominant on Employee Performance by having a Beta value of 0.598.

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