

The Effects of Communication, Competency and Workload On Employee Performance in Hotel Puri Saron, Seminyak, Kuta, Bali

Eka Idayanti, I Dewa Agung Ayu¹, Piartrini, Putu Saroyini²

¹(Magister of Management, Udayana University, Bali, Indonesia)

²(Magister of Management, Udayana University, Bali, Indonesia)

Corresponding author: Piartrini, Putu Saroyini.

ABSTRACT : The organization to day must face increasingly intense competitive pressures. To achieve an organization's goals, organizations need to improve infrastructure and prepare professional Human Resources. To survive and improve institutional competitiveness, one of the management concepts developed is employee performance. To improve employee performance, employees must have communication, competence and workload. This research was carried out in one of the Hotel in Seminyak Kuta because some problems were initially identified such as complaints about workloads, then less of competence due to less of training provided and less of interdepartmental coordination due to less of effective communication and differences in character possessed by each employee. The sample used was 114 employees of the Puri Saron Hotel, using saturated sample technique. Data analysis use SPSS.25. The results found that communication had a significant positive effect on employee performance. Competence has a significant positive effect on employee performance. Workload has a significant positive effect on employee performance. The implications of this study indicate that to improve employee performance, communication within the company environment must be well established so that all workloads faced can be solved such as through increasing employee competence that will have a positive impact on employee performance.

Keywords -communication, competency, workload and employee performance

I. INTRODUCTION

Puri Saron Hotel is a three-star hotel located in the Seminyak area of Kuta, which has a total of 115 rooms in which 62 rooms are deluxe type , 36 bungalows, 6 super deluxe (new rooms), 6 junior suites (new rooms), and 5 Pool Villas (one bedroom and two bedroom) with 83 permanent employees and 31 contract employees. Employee performance can be measured by performance measurements by the company to its employees continuously. Likewise, the performance of employees at Puri Saron Hotel. The results of the performance appraisal of all employees in the front office and back office of Puri Saron Hotel show there are a number of things that need to be improved, such as the assessment of work results according to expectations, work completed on time, communication skills and relationships between employees.

Based on the results of interviews conducted with 5 employees, it stated that there are several problems such as complaints about high workloads, lack competency due to lack of training and lack of interdepartmental coordination caused by ineffective communication and differences in character of individual. This shows that communication, competency and workload contribute to employee performance.

Communication is an important component of organizational activities, organizations need to meet their needs with better resources through communication (Femi, 2014). Communication is a process for sharing information from top management and then moves through various levels of management towards the low level employees and personnel in order to achieve goals. Communication that occurs at the Puri Saron Hotel needs to be improved, it is confirmed by high complaints regarding slow respond to what is needed by employees as well as the lack of coordination between related departments. From previous studies can be seen that there is a relationship between communication and performance, according to Atambo and Momanyi (2016) which stated that communication contributed a positive and significant effect on performance. Hadiwijaya (2018) also stated that there is effect of a positive relationship between communications on employee performance.

In addition to communication, employee are crucial for a company. Employees will be able to do their jobs well if they have competent competencies including knowledge, skills, and attitudes (Fadhil,

2016). Employee competency in Puri Saron Hotel are in need of improvement, particularly employees who work directly with customers, such as the front office department where the language barriers need to be improved in order to maximize the services provided. Budiono and Bintari (2018) conducted a study on the importance of competency in improving performance, while in the study stated that there were positive and significant influences between competency variables on performance. Lack of competency in cause increasing workload. The higher the level of difficulty in the work required suitable competency to work and meet the skills required. The different opinion said by Goris (2007) research revealed that communication does not always hold a significant positive relationship to employee performance. Based on the phenomena that occur, the researcher is interested in conducting research on the role of communication, competency, and workload on the performance of employees of Puri Saron Seminyak Kuta Hotel.

II. THEORETICAL FRAMEWORK, CONCEPTUAL MODEL AND HYPOTHESES

2.1 Employee Performance

Employee performance is the result or overall success rate of an employee in a certain period of time. It is an achievement to meet organizational either work standards or work output as a target which is predetermined in advance based on some criteria that have been agreed upon together (Anggriawan et al., 2015). Employees work achievement affects the company performance positively. The survival of a company partly is determined by the performance contributed by its employees (Astianto, 2014). Pradhan and Jena (2017) found that performance has three dimensions, namely: Task Performance, Adaptive Performance and Contextual Performance. Jackson et al. (2010) explained that performance can be elaborate into three dimensions such as Traits, Behavior attitudes, objective outcomes while Kopmans et al. (2014) described dimensions of employee performance reflected on four dimensions: Task Performance, Contextual Performance, Contextual interpersonal - performance and Contextual performance-organizational). In another research, Jamaludin et al. (2010) defined work performance as the ability of individuals to successfully carry out their tasks using the resources available at work. He reported that Employee performance is correlated with by three factors, namely the workplace environment, employee's work motivation, and the ability to do work.

2.2 Communication.

In modern days, communication' is one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Communication is defined as the ability of a person to convey a message to other people regarding the job activities or their responsibility. Employee communication effectiveness is very important in performing their task and duties for the company's goals.

According to Payne (2005) the dimensions of communication between others are as Motivation of Communication, Knowledge of Communication and Skill of Communication.

Relationships grow out of communication and the functioning and survival of organizations is based on effective relationships among individuals and groups. Leader Member Exchange (LMX) Perspective views Communication plays very important role in the success of a company and greatly affects a person both in terms of quality and quantity of work. Both Individual and group LMX showed that leader-member relationships are an important aspect of feedback-seeking contexts and can determine when Feedback seeking behavior is an effective information-seeking strategy for employees seeking to improve their job performance. It stated that there always be mutual data and information exchange between manager and his subordinates. The relationship between the employer and the employee should be of mutual understanding with a view to facilitate the employee to identify himself with his work and with the business he is working for. The company distributes timely and relevant information to employees through circulars and notices. All information regarding the company which employees consider vital, such as changes in the company's policies or planned changes in the workforce, future plans, company's vision etc. are conveyed with context and rationale through proper channels and in language they understand. Even profits of the company are declared and 5 percent of the profit share is distributed among the employees apart from their salaries. Immediate action is taken in case of any problem or ambiguity reported in administrative communication. This not only makes the employees feel respected by the company (Rajhans, K., 2012). Redmond et al. (2016) found that effective communication between superiors and subordinates greatly affects performance. Communication' is one of the most dominant and important activities in organizations (Harris & Nelson, 2008). Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. Ogunora and Akporaro (2015) where this research was conducted on two industrial companies in Oyo and Osun countries in Nigeria. A sample of 200 employees was chosen from both industries. This research stated that communication within an organization is very important to achieve organizational goals. managers must ensure that communication is delivered to employees through instructions, directions, and guidelines in working in a system that is simpler. Communication helps individuals and groups coordinate

activities to achieve both individuals' and groups' goals. Communication is vital in socialization, decision-making, problem-solving and change-management processes. If someone is unable to convey a message effectively regarding the organization policies, product specification, as well as activities that need to do properly it causes perceptual errors both between employees and with superiors and subordinates. Internal communication also provides employees with important information about their jobs, organization, environment and each other. Communication is needed to be able to adapt to the process of change that occurs in an environment (Bull and Brown, 2012). Bolino and Turnley (2009) reasoned that employees with low LMX can engage in proactive behavior to overcome their deprived status, there has been little empirical evidence to support their contention. Compared with high-LMX employees, low-LMX employees face a daily work context characterized by less resource-based support and information flow from their direct supervisors (Harris, Li, & Kirkman, 2014). Present study synthesizes communication indicators according to Payne (2005) as a reference in developing research instruments because they are in accordance with the communication process that needs to be improved at the current research site. Relationship between employee communication and employee performance is formulated as:

H1 : Communication has a significantly positive effect on employee performance.

2.2 Employee Competency and Workload From The Job Demands Resources Model (JD-R Model) Perspective.

The Job Demands Resources Model (JD-R Model) is a model which studied most often in recent years thus it is developed into a theory of Bakker and Demerouti (2001) which revealed that stress arises caused by an imbalance of employee demands and individual work capacities in the form of time and work competency. JD-R theory has 2 assumptions. The first assumption of JD-R theory is that the work environment or job characteristics can be divided into 2 different categories, namely job demands and job resources. Job demands are physical, psychological, social and organizational aspects of work that require efforts to achieve them and have an impact on certain physical or psychological aspects. Present study use JD-R theory as a conceptual framework, analyzing problems or as a basis for intervention in organizations. Schaufeli (2017) also used it in his previous study. Some dimensions of job demands are high work pressure, emotional conditions related to work (emotional demand, hassle at work (hassle), role conflict and conditions of work that require accurate thinking (cognitive demand). Job resources refer to the physical, social or organizational aspects of work that affect the achievement of goals, reduce job demands and the physical and psychological aspects that complement them and stimulate development and learning. Some dimensions of job resources are (autonomy) (social support), feedback, opportunities for development, (coaching). The second assumption of the JD-R theory is that there are two processes that affect pressure and motivation at work. Job demands can result in fatigue and other health complaints, so it is associated with work pressure. On the other hand, job resources are related to things that can potentially motivate employees so that they have positive outcomes such as improving employee performance. Hypothesis of the relationship of workload and competency with work stress as mediator is discussed in the perspective of JD-R.

2.2.1 Work Competency.

Competency is the basic ability required by every worker or employee in a company or organization to carry out tasks. To achieve its goals, every organization must have a qualified and competent workforce. High employee performance can be achieved if all elements in the company are well integrated and able to serve in accordance with the needs and desires of customers and employees. Therefore high quality competency is necessary to improve performance. Good competency will affect the success of a job both in terms of work efficiency and efficiency. However, poor or lacking competency not only cause the ineffectiveness of a job but will also affect the poor performance of employees such as decreasing levels of job satisfaction, high workloads or even to the worst impact is the increasing work accident rates. Based on the description above, it can be synthesized and understood that competency in this study is the basic abilities possessed by employees in the form of motivation, talents, self-concept, attitudes or values, knowledge, or cognitive or behavioral skills of someone with good work performance.

The competency dimension according to Susiloningtyas (2010) consists of the specification of knowledge, skills and attitudes as well as their application in a job based on the performance criteria needed in a job which includes: Task skills, Task management skills, possible management skills, Critical Thinking, Job / Role Environmental Skills, and Adaptive Skills. The NIH (National Institute of Health) Skill Scale is an instrument used to measure a person's ability to show competency at work. It consists of five indicators, among others: Fundamental Awareness Basic Knowledge, Novice / Limited Experience, Intermediate / practical Application, Advanced / applied Theory and Expert / recognized authority. This study uses indicators from (NIH) National Institute of Health to measure employee performance competencies because they are in accordance with the criteria of the competency and research to be conducted.

According to Vathanophas and Thaingam (2007) the basic characteristics possessed by competencies, knowledge, is information held by a person in a specific field. Skills, is the ability to perform physical or mental tasks. Characteristic or trait, i.e. physical characteristics and consistent responses to information or situations. Self-concept, including attitudes, values or self-image of someone. Relationship between employee communication and employee performance is formulated as:

H2: Competency has a significantly positive effect on employee performance.

2.2.2. Employee Workload

Workload is one of the sources of emerging pressure due to the burden of excessive work. This condition requires employers to provide greater energy in completing their work, but it all depends on each individual, the end of results of each task depending on how a person experiences the workload feels. Dhania (2010) described workload as a set or number of activities that must be completed by an organizational unit or employee within a certain period of time. The workload experience is determined by the workload's amount and factors such as, the effort expended, the demands of the task, and the level performance (Kyndt et al., 2010). Based on the two previous researches, it can be synthesized and understood the meaning of workload in this study is the complete task that must be completed by someone within a certain period of time. According to Adhani (2013) workload indicators include, the number of jobs provided to employees, the level of difficulty of work provided to employees, to the sufficient time given to employees to complete work, knowledge and skills of employees. Workload indicators according to Megaw (2005) in Laura et al. (2005) are as follows: complexity of the task employees in certain period or at a specific point in time. The amount of tasks that must be done within a certain time. Efforts experienced by employees as experience in a period or at a certain point in time. Combination of functions performed by employees or teams in different situations or scenarios. Systems and facilities that support work such as computer equipment, work design (procedures). In general, the workload factors that will be used are the workload factors stated by Megaw, (2005) because they cover more the workload and work assignments of employees in the company to be studied. Job demand for employees of Puri Saron increase as the business competition intensifies, especially in Bali. The results of the performance appraisal can be seen that improvements are needed in Puri Saron Hotel. In addition to the job demand, supportive work resources also contribute, such as communication, improving the competency of employees and the delegation of appropriate workload. Relationship between employee workload and employee performance is hypothesized as:

H3 : Workload has a significantly positive effect on employee performance.

Conceptual model of the present study is presented on figure 1.

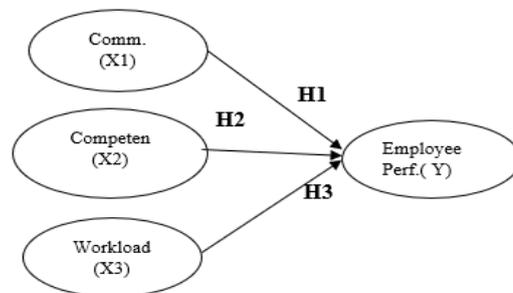


Figure 1. Model of Conceptual framework

III. RESEARCH METHODS

Location of present study is Puri Saron Hotel, a Three Star Hotel located at Seminyak, Kuta, Bali. Conceptual model proposed on the present study consist of three independent variables and one dependent variable. Communication, workload and competency are Independent variables while employee performance is dependent variable. Performance is defined as an employee ability to make positive contribution to organization achievement which is measured from dimensions such as task performance, contextual performance, adaptive performance, and productive attitude. Operationalization of Communication variable consist of motivation to communicate, knowledge of communication and skill of communication. Competency variable is measured based on dimensions basic knowledge,

Data was accumulated from 114 employees as primary data sources who provide workload, competency, communication and performance data. They are occupied varied functions such as general

affairs, Accounting, Sales, Room, Front Office, Engineering, Security, Human Resource Management, Food and Beverage. Their employee status are both permanent employee and contractual employees.

Data collection in this study uses primary and secondary sources with data collection methods using interviews and questionnaires. The sample method in this study is saturated sample. Another term for saturated samples is census.

Multiple Regression Analysis Method was used to verify research hypotheses.

Research data were analyzed by multiple regression method to verify research hypotheses quantitative method (Sugiyono, 2017: 147) in more detail examine the relationship between employee performance (Y) and Communication (X_1), Competency (X_2) and Workload (X_3) and Employee validity of regression model was determined by F Test and Determination Coefficient Test (R^2). Partial Hypothesis was verified by the critical value of Beta coefficient and t Test.

IV. RESULT ANALYSIS AND DISCUSSION

4.1 Result Analysis

The method of multiple linear regression is used in this research to determine the effect of Communication (X_1), Competency (X_2), and Workload (X_3) on Employee Performance (Y). This method was tested using a computer system in the form of SPSS.25. The general form of the multiple linear regression equation is formulated and the results of the multiple linear regression analysis produced the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots\dots\dots (1)$$

$$Y = 0.049 + 0.278 X_1 + 0.166 X_2 + 0.573 X_3 \dots\dots\dots (2)$$

Note:

Y	= Employee performance
X_1	= Communication
X_2	= Competency
X_3	= Workload
α	= Constant
β_1	= Communication regression coefficient
β_2	= Competency regression coefficient
β_3	= Workload regression coefficient
e	= Error

4.1.1 Model Feasibility Test (F Test)

The F test has the objective to show the feasibility of multiple linear regression models as an analytical tool that tests the effect of independent variables on the dependent variable. The F test was carried out by analyzing the significance value in the anova. If the significance value of anova < 0.05 then this model is said to be feasible or the independent variable is able to explain the dependent variable.

4.1.2 Partial Hypothesis Testing (t Test)

Results of analysis indicated that The effect of communication (X_1) on employee Performance is positively significant (Beta coefficient = 0,278; $t = 8,399$; $p < 0,05$). It explains that the more effective employee communication, the higher employee performance. It supports research hypotheses that communication has significantly positive effect on employee performance. Analysis data also uncover that Competency has significantly positive effect on employee performance (Beta coefficient = 0,166 ; $t =$; $p = 0,05$). It describes that high employee competency tend to increase employee performance. Data analysis supported the Hypotheses 2 regarding relationship between competency and employees' performance. Partial analysis result also supported the hypotheses 3 regarding the relationship between Workload (X_3) and employees' performance (Y). The effects of workload on employees' performance was significantly positive (Beta coefficient = 0,573 ; $t = 24,082$; $p < 0,05$. It explained that workload must be distributed properly to achieve targeted outcome. The result supported Hypotheses 3.

4.1.3 Determination Test

The coefficient of determination (R^2) is used to measure how good the model's ability to explain the relationship among communication, workload, competency and employee performance. The value of parameter $R^2 = 0,912$ indicated that variation on communication, competency and workload contributed 91,2% variations of employee performance. The regression model proposed in present study is valid because the value of $R^2 > 0,50$, while there are other variables contributed 8,80%. Performance of employees in can be predicted significantly by communication, workload and competency.

4.2 Discussion .

4.2.1 The effect of Communication on Employee Performance

Communication has a significant positive effect on employee performance. Communication improve the performance of employees of Puri Saron Seminyak Kuta Hotel. These findings indicate that to improve employee performance requires good communication between every elements at work.

This study showed that when proper communication is performed, in which employees have the ability to convey opinions in order to gain audience confidence, possessing the knowledge to plan and knowledge of reading a situation, and the ability to conduct real-time communication . Proper communication will improve employee performance which will be reflected by having a good quality of work, planning, organizing, working efficiently, having a priority scale of work, taking the initiative, being able to work together and exchanging ideas at work.

These results are consistent with the statement that communication is an important component of organizational activities, where organizations need to meet their needs with better resources through communication (Femi, 2014). The communication process carried out every day serves to foster and maintain relationships between employees and the work environment. Therefore, communication skills have a role in organizational life. So it can be concluded that the better communication need to be established to improve performance. The results of this study are consistent with research conducted by Redmond et al. (2016) found that effective communication between superiors and subordinates greatly affects performance. Temitayo et al. (2018); Aka and Eke (2018); Shonubi and Akintaro (2016) in their study of the impact of communication on employee performance stating that there was a correlation between communication and performance.

In addition, in the Ogunora and Akporaro (2015) where this research was conducted on two industrial companies in Oyo and Osun countries in Nigeria. A sample of 200 employees was chosen from both industries. This research stated that communication within an organization is very important to achieve organizational goals. managers must ensure that communication is delivered to employees through instructions, directions, and guidelines in working in a system that is simpler and more effective and instructions that are easy to understand. In addition, Managers need to ensure that properly managed informations and provide feedback for employees will have an impact on the quality of performance. This study stated that communication has a positive effect on employee performance.

4.2.2 The Effect of Competency on Employee Performance

Competency has a significant positive effect on employee performance. Better competency of employees will improve performance of employees. Competency included awareness of basic knowledge), novice, limited experience (beginner), intermediate (practical application), advance / Applied theory (the ability of advanced level) and expert / recognized authority. Applied competencies will improve performance.

Good competency is reflected in the desire to learn basic areas of work, attend training, be willing to exchange ideas, get the job done well, apply work skills, focus on work, improve work competency and be able to explain well what are the company's goals. Good competency has implications for employee performance. This is demonstrated by having a good quality of work, planning, organizing, working efficiently, having a priority scale of work, taking the initiative, being able to work together and exchange ideas at work.

Competency is assumed as a level to measure a person's ability to work in a company or organization. Competency can also be used as a reference to recruit workers in accordance with the capabilities needed by the company. Employees are required to have good intellectual competency, work placement in accordance with expertise, and the company must have a clear career development program. The results of this study are in line with the results of research by Vathanophas (2007), Zaim et al. (2013) who conducted research in several service companies in Turkey by distributing questionnaires to 3000 employees in 30 companies representing a response rate of 89 percent. This study analyzes the impact of individual competency on performance whether it is high or low. This qualitative research approach produces rich information about employee competencies and performance that is useful for management practitioners about maintaining and increasing individual competencies to improve organizational performance and the result is a significant positive between competency variables on performance.

High competency will provide strong encouragement to employees to carry out tasks assigned to them efficiently and effectively and psychologically will provide meaningful work experience and a sense of personal responsibility regarding the results of the work done. Other research conducted by Kalibacova (2014) in the end competency can improve employee performance with time discipline applied. Turedi (2016) also states that there is a positive effect of competency on employee performance.

4.2.3 The Effect of Workloads on Employee Performance.

Workload has a significant positive effect on employee performance. Workload improve the performance of employees of Putri Saron Seminyak Kuta Hotel. The workload is reflected through the amount of task complexity, task completion according to a certain time, efforts required by employee to complete work, the combination of employee functions and the system and the supporting facilities. When all components of the workload are in accordance with the capacity of the employee, it will improve employee performance.

A well-measured workload will have implications for improving performance. This is reflected in the existence of employee expertise in completing their work, workload that is in accordance with capacity, requires some expertise in completing a job and adequate work support facilities. Fulfilling these needs in order to improve employee performance is reflected by good quality work, planning, organizing, working efficiently, having a priority scale of work, taking the initiative, being able to work together and exchange ideas at work.

Workload is one of the factors that can affect work balance and employee life. Exceeding workload (exceeds employee capacity), the less work-life balance that employees receive. Thus, the balance of work life of employees can be improved by considering the amount of workload given to them. Shah et al. (2011), Tjiabrata et al. (2017) states that there is a significant positive effect between workload on employee performance. Pasaribu et al. (2019) conducted his research in the Deli Serdang District, Agriculture Office of 197 employees where the results of the study showed a positive influence between workload and performance. By evaluating workload and the ability or capacity and providing training, capabilities of employees can be optimized so that they can improve performance and minimize mistakes while working so that employees can optimize time in work.

V. RESEARCH LIMITATIONS.

The process of writing this research has several limitations that need to be underlined again, especially in subsequent research. Some of these limitations include. The scope of the research is only limited to the Puri Saron Hotel in Denpasar, so that the results of the study could also have differences related to how perceptions or levels of interpretation of each respondent in other organizations. This research is only limited to reviewing employee performance, communication, competency and workload, so it cannot examine more deeply the factors outside these variables. Researchers can then use other variables related to factors that affect employee performance. This research is related to the determination of samples using saturated sample techniques then for future research can apply other sampling techniques, one of which is random sampling technique so that it can be generalized. This study uses a cross-sectional time design or at a specific time point, but on the other hand this study observes the dynamics of changing condition, therefore it is important to revisit the topic in future.

VI. CONCLUSION AND FURTHER RESEARCH DEVELOPMENT.

The results show that communication has a positive and significant effect on employee performance. The better the communication will result in improvements in the performance of employees. Competency has a positive and significant effect on employee performance. This shows that better competency will improve employee performance. Workload has a positive and significant effect on employee performance. This shows that with the optimal workload, the employee will strive to maximize performance. So there will be an increase in employee performance.

The results obtained from the questionnaire that was distributed to 114 respondents, can be seen that the indicator of motivation of communication in the communication variable has the smallest average value. And researchers to related parties so that the company is able to provide opportunities for employees to express their opinions with the aim that what will be conveyed can be trusted by others. The results obtained from the questionnaire that was distributed to 114 respondents, indicators of fundamental awareness basic knowledge (awareness about basic knowledge) in the competency variable has the smallest value. Researcher's suggestions to related parties for the company to increase employee awareness about its basic capabilities such as basic skills in the field of employment and the employee's ability to be able to understand headed from his job.

Indicators of completing tasks on time in the workload dimension have the smallest value. Researcher's suggestion to related parties so that assignments to employees can be adjusted according to the demands of work and the time of completion. It is intended that the work can be completed according to the expected standard. Researchers can then use other variables to improve employee performance. It is hoped that further research will be able to explain the dynamics of social change far more accurately. Further research can add other categories as research subjects, besides that future research can also apply other sample determination techniques, one of which is random sampling technique so that it can be generalized.

REFERENCE

- [1] Femi, A. F. (2014). The Impact of Communication on Workers Performance in Selected Organisations in Lagos State, Nigeria. *IOSR Journal Of Humanities And Social Science*, 19(8), pp. 75-82.
- [2] Atambo, WN, & Momanyi, DK (2016). Effects of Internal Communication on Employee Performance: A Case Study of the Kenya Power and Lighting Company, South Nyanza Region, Kenya. *Imperial Journal of Interdisciplinary Research (IJIR)*, 2 (5), pp. 328-340.
- [3] Hadiwijaya, H. (2018). The Effect of Communication and Service Quality on Nurse's Performance at Bhayangkara Hospital Palembang. *International Journal of Social Science and Business*, 2 (3), pp. 124-131.
- [4] Fadhil, M. (2016). The Effect of Human Resources Competency on Employee Performance at the Makassar Industrial Vocational Training Center. *Journal*, 1 (1), pp. 70-81.
- [5] Budiono, & Bintari, AL (2018). Effect of Competency and Career Development on Employee Performance at PT. Purnama Indonesia Sidoarjo. *Journal of Management Sciences*, 6 (4), pp. 620-629.
- [6] Goris, J.R., Vaught, Bobby C., dan Petit Jr, John D. (2007). Effects of communication direction on job performance and satisfaction: A moderated Regression. *The Jurnal Of Management Development*, 26(8), pp. 737-752
- [7] Demerouti, E., Bakker, A., Nachreiner, F., & Schaufeli, W. (2001). The Job-Demand Resources Model of Burnout. *Journal of Applied Psychology*, 86(3), pp. 499-512.
- [8] Schaufeli, W.B. (2017). Applying the job demands-resources model, a how to guide to measuring and tackling work engagement and burnout. *Organizational Dynamics*, 46, pp. 120-132.
- [9] Anggriawan, KH, Hamid, D., & Mukzam, MD (2015). The Effect of Incentives and Motivation on Employee Performance (Study on CV Suka Alam (Kali watu Rafting) Employees in Batu City, East Java). *Journal of Business Administration (JAB)*, 28 (1), pp. 50-55.
- [10] Astianto, Anggit, & Supriyadi, H. (2014). "The Effect of Job Stress and Workload on Employee Performance of PDAM Surabaya. *Journal of Management Science and Research*, 3 (7), p. 1-17.
- [11] Jamaludin, R., Azizi, Y., & Mazeni, I. (2010). Factors that contributed stress among secondary school teachers in four states in Malaysia. *Asia Pacific Journal of*, 25, pp. 103-136.
- [12] Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5, pp. 1-17.
- [13] Mathis, Robert L. and John H. Jackson. (2010). *Human Resource Management, Translators: Jimmy Sadeli and Bayu*. Jakarta: PT. Salemba Empat.
- [14] Martini, IO, Rahyuda, IK, Sintaasih, DK, & Piartirini, P. S. (2018). The Influence of Competency on Employee Performance through Organizational Commitment Dimensions. *IOSR Journal of Business and Management*, 20 (2), pp. 29-37.
- [15] Koopmans, L., Bernaards, C., Hildebrandt, V., Vet, H., & de Beek, A. (2014). Construct Validity of Individual Work Performance Questionnaire. *Journal of Occupational and Environmental Medicine*, 56 (3), pp. 331-337.
- [16] Payne, HJ (2005). Reconceptualizing Social Skills in Organizations: Exploring the Relationship Between Communication Competency, Job performance and supervisory roles. *Journal of Leadership & Organizational Studies*, 11 (2).
- [17] Bull, M., & Brown, T. (2012). Change communication: The Impact on Satisfaction with Alternative Work Place Strategies. *Emerald Group Publishing Limited*, 30 (3), pp. 135-151.
- [18] Susiloningtyas, L. (2010). Relationship between Task Skill Competency and Adaptation Skill with the Performance of Midwife Academy Pamenang Kediri Midwifery Graduates. *Eleven March University Journal*.
- [19] Vathanophas, V., & Thai-ngam, J. (2007). Competency Requirements for Effective Job Performance in The. *Contemporary Management Research*, 3 (1), pp. 45-70.
- [20] Dhania, Dhini Rama. (2010). Pen garuh Job stress, workload on Job Satisfaction. *Journal of Psychology at Maria Kudus University*, 1 (1), pp. 15-23.
- [21] Rajhans, K. (2012). Effective organizational communication: A key to employee motivation and performance. *Interscience Management Review*, 2(2), 81-85.
- [22] Kyndt, E., Dochy, F., Struyven, K., & Cascallar, E. (2010). The perception of workload and task complexity. *European Journal of Psychology of Education*, 26, pp. 393-415.
- [23] Adhani, AR (2013). Effect of Self-Actualization Needs and Work Loads on Employee Job Performance. *Journal of Management Sciences*, 1 (4), p. 1223-1233.
- [24] Megaw, ED (2005). *The definition and measurement of mental workload*. In: Wilson, JR, Corlett, EN (Eds) (3 ed.). London: Evaluation of Human Work

- [25] Laura, P., John, WR, Beverley, NJ, Lucy, M., & Ged, M. (2005). The Integrated Workload Scale (IWS): A new self-report tool for assessing railway signaling workloads. *Applied Ergonomics Journal*, 36, 681–693.
- [26] Sugiyono. (2017). *Metode Penelitian Bisnis*. Bandung: Alfabeta
- [27] Ghozali, Imam. (2018). *Application of multivariate analysis with SPSS program*. Semarang: Diponegoro University Publishing Agency.
- [28] Redmond, V., Jessica, K., & Andrew, R. (2016). How superior – subordinate relationship quality and conflict management styles influence an employee's use of upward dissent tactics. *Negotiation and Conflict Management Research*, 9, pp. 158–176.
- [29] Temitayo, O., Adedayo, MO, & Linus, IO (2018). Communication: An Effective Tool for Employee Performance in Uniliver Nigeria Plc. *International Journal of Management Technology*, 5 (2), pp. 16-27.
- [30] Aka, Udu Ama; Juliet, Gift Eke. (2018). Impact of Organizational Communication Processes on Employees' Performance: A Case of Selected Civil Service Ministries in Bay elsa State. *International Journal of Innovation and Research in Educational Sciences*, 5 (1), pp. 2349–5219.
- [31] Shonubi O, A; Akintaro A, A. (2016). The Impact of Effective Communication on Organizational Performance. *The International Journal of Social Sciences and Humanities Invention*, 3 (3), pp. 1904-1914.
- [32] Ogunora, AA, & Akporaro, A. C. (2015). The Relationship between Organizational Communication and Job Performance of Employees of Selected Nigerian Brewing Industries. *Information and Knowledge Management*, 5 (2), pp. 85-91.
- [33] Zaim, H., Yaşar, MF, & Ünal, Ö. F. (2013). Analyzing The Effects of Individual Competency of Performance: A Field Study in service Industries in Turkey. *Journal of Global Strategic Management*, 7 (2), pp. 66-77.
- [34] Kalibacova, G. (2014). The relationship Between Competency and Performance. *Acta Universitatis Agricolurae Et Silviculturae Mendel ianae Brunensis*, 62 (6), pp.1316-1327.
- [35] Turedi, S. (2016). Ambidexterity: The Interplay of Supply Chain Management Competencies and Enterprice resource Planning Systems of Organizational Development. *A Dissertation submitted to the Faculty of Old Dominion University in Partial Fulfillment*, pp. 1-50.
- [36] Shah, SH, Jaffari, AR, Aziz, J., Ejaz, W., Ul-Haq, I., & Raza, SN (2011). Workload and Performance of Employees. *Itdisciplinary Journal of Contemporary Research in Business*, 3 (4), pp. 256-267.
- [37] Tjiabrata, FR, Lumanaw, B., & Dotulong, LO (2017). The Influence of Workload and Workplace of The Performance of An Employee of PT. Sabar Ganda Manado. *EMBA Journal*, 5 (2), pp. 1570-1580.
- [38] Pasaribu, RN, Matondang, R., & Wibowo, RP (2019). The Influence of Communication abilities, Workload & Wages on the Performance of agricultural officers in Deli Serdang Regency, North Sumatra, Indonesia. *American International Journal of Business Management*, 2 (3), pp. 44-52.