



Analysis And Implications Of Communication, Competence And Workload On The Performance Of Regional Financial Agencies In Parepare City

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Abstract: This research was conducted with the aim of knowing and analyzing the influence of communication, competence and workload on the performance of the Regional Financial Agency of Parepare City. This study uses a qualitative and quantitative approach to determine the causal relationship (influence) between the independent and dependent variables. This research was conducted at the Regional Finance Agency of Parepare City. This study was conducted for approximately two months, from May to July 2025. The population and sample in this study were 72 civil servants. The results of this study indicate that communication (X_1) with $t_{count} 2.182 > t_{table} 1.995$ and a significant level smaller than 0.05 ($sig = 0.030 < 0.05$), it can be said that communication (X_1) has a positive and significant effect, competence (X_2) with $t_{count} 2.246 > t_{table} 1.995$ and a significant level smaller than 0.05 ($sig = 0.015 < 0.05$), it can be said that competence (X_2) has a positive and significant effect. workload (X_3) with $t_{count} 3.880 > t_{table} 1.995$ and a significant level smaller than 0.05 ($sig = 0.000 < 0.05$), it can be said that workload (X_3) has a positive and significant effect. The calculated F_{result} is $89,270 > F_{table}$, which is 2.74 with a probability value of 0.000, which means it is below the significance value of 0.05.

Keywords: Communication, Competence, Workload And Performance.

INTRODUCTION

One of the important things in an organization in measuring the success of organizational activities in achieving certain goals does not only depend on technological superiority, available operational funds, facilities and infrastructure owned, but also the human resource aspect. This human resource factor is an important element that must be considered by the organization in achieving the goals that have been set..

Communication is a crucial aspect for employees in carrying out their primary duties and functions as civil servants. The stronger the communication between employees, the better the performance achieved (Nur & Dinsar, 2022). Furthermore, the workload of employees at the Parepare City Regional Finance Agency in terms of supervision, oversight, and guidance also impacts employee performance. Good management can provide clear direction, support career development, and provide motivation and recognition to high-achieving employees (Siagian,



2002). The services employees provide to the public can also influence employee performance. Close cooperation and public trust in employees will impact the achievement of the organization's vision and mission..

However, if communication is ineffective, it can negatively impact the performance of employees at the Parepare City Regional Finance Agency. For example, misunderstandings, confusion, or unclear information can hinder the efficiency and effectiveness of employee tasks. Therefore, it is important for employees to ensure that communication between them is open, clear, and structured (Anoraga, 2015).

As an organization, the Regional Finance Agency must also be supported by competent human resources. This greatly supports the task of serving, which always comes into contact with individuals, groups, and the community. (Busro, 2018) The main task and function is to provide good service to the community. Employees in this case must be reliable human resources, who are able to provide excellent service, with the principles of simple, fast, accurate, orderly, affordable, transparent, and non-discriminatory service. Employees must also be able to keep up with very rapid technological advances, which require organizations to keep up with technological developments (Sofyan, 2013). Organizations need an information system that supports the needs of government agencies in creating work efficiency and effectiveness as well as in improving services to the community. Advances in information technology are also a solution in fulfilling aspects of transparency and accountability in community participation (Moenir, 2012).

Workload can have a significant impact on employee performance. High levels of workload can lead to increased stress and fatigue in employees, which in turn can affect their concentration, motivation, and effectiveness in carrying out their duties. (Robbins, 2010) Excessive workload can also lead to decreased work quality, errors, and poor decisions. To reduce the negative impact of workload on employee performance, appropriate management efforts are necessary. This can include more balanced assignments, improved support systems, training and skills development, and adequate recognition and rewards for employee efforts and contributions (George & Jones, 2005).

Based on the problems above, the author is interested in conducting research on the analysis and implications of communication, competence, and workload on the performance of employees of the Regional Finance Agency of Parepare City.



METHOD

Research Design and Approach

This study employed a causal associative research design using a quantitative approach, aimed at examining the causal relationships between independent variables and a dependent variable. The quantitative approach was selected because the data analyzed were numerical and measured using a structured scale, enabling statistical testing of the proposed hypotheses (Sugiyono, 2016). The independent variables in this study consisted of communication (X1), competence (X2), and workload (X3), while employee performance (Y) served as the dependent variable.

Research Location and Time

The research was conducted at the Regional Financial Agency of Parepare City, South Sulawesi, Indonesia. Data collection was carried out over a period of approximately two months, from May to July 2025, allowing sufficient time for questionnaire distribution, data retrieval, and verification.

Population and Sample

The population of this study comprised all civil servants working at the Regional Financial Agency of Parepare City, totaling 72 employees. Given the relatively small population size, this study applied a census (total sampling) technique, whereby all members of the population were included as research respondents. This approach was chosen to ensure comprehensive representation and to minimize sampling bias.

Data Collection Techniques

Primary data were collected using a structured questionnaire designed to measure each research variable. The questionnaire items were developed based on relevant theoretical constructs and previous empirical studies. Responses were measured using a Likert scale, ranging from strongly disagree to strongly agree, to capture respondents' perceptions consistently. Secondary data were obtained from organizational documents, reports, and relevant literature to support and contextualize the analysis.



Instrument Testing

Prior to hypothesis testing, the research instruments were subjected to validity and reliability tests. Validity testing was conducted using Pearson Product-Moment Correlation, with items considered valid if the calculated correlation coefficient exceeded the critical r-value at a 5% significance level. Reliability testing was performed using Cronbach's Alpha, with coefficients greater than 0.70 indicating acceptable internal consistency. The results confirmed that all instruments were both valid and reliable.

Data Analysis Techniques

Data analysis was conducted using multiple linear regression analysis, processed with SPSS software. This method was employed to assess both the partial (t-test) and simultaneous (F-test) effects of communication, competence, and workload on employee performance. Additionally, the coefficient of determination (R^2) was calculated to determine the extent to which the independent variables explained variations in employee performance. Statistical significance was evaluated at a 5% significance level ($\alpha = 0.05$).

RESULT AND DISCUSSION

RESULTS

Validity Test

Number	r hitung	r table	Information
X _{1.1}	0,666	0.224	Valid
X _{1.2}	0,744	0.224	Valid
X _{1.3}	0,868	0.224	Valid
X _{1.4}	0,718	0.224	Valid
X _{1.5}	0,921	0.224	Valid
X _{2.1}	0,793	0.224	Valid
X _{2.2}	0,775	0.224	Valid
X _{2.3}	0,832	0.224	Valid
X _{2.4}	0,823	0.224	Valid
X _{2.5}	0,815	0.224	Valid
X _{3.1}	0,861	0.224	Valid
X _{3.2}	0,790	0.224	Valid
X _{3.3}	0,439	0.224	Valid
Y ₁	0,834	0.224	Valid
Y ₂	0,772	0.224	Valid
Y ₃	0,835	0.224	Valid
Y ₄	0,766	0.224	Valid



Y5	0,871	0.224	Valid
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Table 1. Validity Analysis

The table above shows that all statements are valid. This is evidenced by the person correlation (r_{count}) value for each statement item being greater than the r_{table} value of 0.224, with a significance level for all statement items at a level less than 0.05.

No.	Variabel	Alpha Cronbach	Ket.
1.	Communication (X_1)	0,792	Reliabel
2.	Competence (X_2)	0,865	Reliabel
3.	Workload (X_3)	0,871	Reliabel
4.	Performance (Y)	0,874	Reliabel

Table 2. Results of Reliability Analysis

Based on the table above, it can be seen that communication (X_1) has a value of 0.792, competence (X_2) has a value of 0.865, workload (X_3) has a value of 0.871 and the performance variable (Y) has a value of 0.874, which are included in the reliability category.

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.178	.252	.708	.484	
1	Communication	.110	.050	.133	2.182	.030
	Competence	.376	.160	.355	2.246	.015
	Workload	.567	.146	.573	3.880	.000

a. Dependent Variable: Performance

Table 3. Analisis Regresi Berganda

The regression equation can be written as follows:

$$Y = 0.178 + 0.110 (X_1) + 0.376 (X_2) + 0.567 (X_3)$$

In the table above, in column B, the constant (a) is 0.178, while in Communication (X_1) it is 0.110, Competence (X_2) is 0.376 and workload (X_3) is 0.567. From the equation above, it can be explained:

1. Based on the results of the regression equation above, it can be explained that the constant value of 0.178 means that if the value of communication (X_1), competence (X_2) and workload (X_3) is zero, then the value of performance (Y) is 0.178.
2. The communication regression coefficient (X_1) of 0.110 means that if communication increases or has an increase of 1 unit, the performance variable will also experience an increase or improvement, assuming that other variables remain constant.
3. The competency regression coefficient (X_2) of 0.376 means that if competency increases



or has an increase of 1 unit, the performance variable will also experience an increase or improvement with the assumption that other variables remain constant.

4. The workload regression coefficient (X_3) of 0.567 means that if the workload increases or has an increase of 1 unit, the performance variable will also experience an increase or improvement with the assumption that other variables remain constant.

Based on the results of the partial test (t-test) in table 3 above, it can be explained as follows:

1. The coefficient value for the communication variable (X_1) is 0.110 with a calculated t_{count} $0.2182 <$ from the t_{table} of 1.995 and a significance level of less than 0.05 ($sig = 0.030 < 0.05$). Therefore, it can be said that the communication variable (X_1) has a positive and significant effect.
2. The coefficient value for the competency variable (X_2) is 0.376 with a calculated t_{count} $2.246 >$ from the t_{table} of 1.995 and a significance level of less than 0.05 ($sig = 0.015 < 0.05$). Therefore, it can be said that the competency variable (X_2) has a positive and significant effect.
3. The coefficient value for the workload variable (X_3) is 0.567 with a calculated t_{count} $3.880 >$ from the t_{table} of 1.995 and a significance level of less than 0.05 ($sig = 0.000 < 0.05$). Therefore, it can be said that the workload variable (X_3) has a positive and significant effect..

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.091	3	1.697	89.270	.000 ^b
	Residual	.608	68	.019		
	Total	5.699	71			

a. Dependent Variable: Performance

b. Predictors: (Constant), Communication, Competence, Workload

Table 4. Simultaneous Test (F)

$$F_{table} = F(k ; n - k) = F(3 ; 72 - 4) (3 : 68) = 2,74$$

From table 4 above, it can be seen that the calculated F ($F_{Statistic}$) of 89,270 is greater than the F_{table} of 2.74 with a probability value of 0.000, which means it is below the significance value of 0.05. Based on these data, the variables Communication (X_1), Competence (X_2), and workload (X_3) simultaneously (together) have an influence on Performance (Y).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate



1	.945 ^a	.893	.883	.13786
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a. Predictors: (Constant), Communication, Competence, Workload^b

Table 5. Determination Test Results

In table 5 above, this study uses an adjusted coefficient of determination, commonly known as R_{Square} (R^2). The results of the analysis above show that the R_{Square} (R^2) value is 0.893, which means that the independent variables, namely Communication, Competence, and workload, are able to explain the dependent variable, namely performance, by 0.893 or 89.3%, while the remaining 10.7% is explained by other factors not included in this study, including: motivation, leadership style, career development, and so on..

CONCLUSION

Based on the research results, it can be concluded that communication, workload, and competence play a crucial role in determining employee performance levels. Open and effective communication creates harmonious work synergy, while a proportional workload maintains a balance between productivity and employee well-being. Furthermore, high competence is the primary foundation for carrying out tasks professionally and with quality. Therefore, it is recommended that organizations strengthen a culture of transparent communication, conduct regular workload evaluations, and develop competency improvement programs through ongoing training and coaching. These efforts are expected to improve work effectiveness and strengthen overall organizational performance.

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