The Influence of Competence, Workload and Empowerment on the Performance of Regional Health Officials in North Sulawesi Province

Reananda Fanisa Rifai

Student of the Master of Management Study Program, Faculty of Economics and Business, Sam Ratulangi University, Indonesia

Irvan Trang, Greis M. Sendow

Supervisors, Faculty of Economics and Business, Sam Ratulangi University, Indonesia

ABSTRACT

Employee performance is an indicator of the successful operation of a company or government agency in achieving its goals. The emergence of employee performance is influenced by several driving factors, both from outside the individual and from within the individual. Employee performance greatly determines the progress of a company or government agency. The performance of each employee can be measured by looking at the quantity and quality of work that has been done. Performance is a very important thing in an organization's efforts to achieve goals. Problems in employee performance such as the number of employees who have difficulty in making letter manuscripts, besides that some employees seem to have difficulty managing records so that complaints often occur when searching for archives in the office.The purpose of this study was to determine the effect of competence, workload and empowerment on employee performance at the North Sulawesi Provincial Health Office, either partially or simultaneously. This research is a type of quantitative research using multiple regression analysis. The sample in this study was civil servants at the North Sulawesi Provincial Health Office, totaling 126 people. The data collection technique uses a questionnaire which is distributed to the sample using the Google form platform. The results of hypothesis testing show that (I) partially competence has a significant effect on employee performance. (II) partially workload has a significant effect on employee performance and (III) partially empowerment has a significant effect on employee performance.

INTRODUCTION

Background

Employee performance is an indicator of the successful operation of a company or government agency in achieving its goals. The emergence of employee performance is influenced by several driving factors, both from outside the individual and from within the individual (Tirtayasa, 2019). Employee performance greatly determines the progress of a company or government institution. The performance of each employee can be measured by looking at the quantity and quality of work that has been done. Performance is very important in an organization's efforts to achieve goals (Yuliana, 2020).

The condition of employee performance at the Health Service as seen from the results of performance appraisal can be seen in Table 1. below:

Table 1. Performance Assessment of North Sulawesi Provincial Health Service Employees

Target	Performance Indicator	Target	Achievements
Increasing the availability and affordability of quality health services for the community.	Presentation of service facilities	77%	75.5%
increasing Administrative Services and Office Infrastructure and the Quality of Planning and Budgeting	Implementation of administrative services and office infrastructure facilities	100% This set target includes quality and measurable administrative services	75% Achievement does not meet the target, because there are still some deficiencies in administrative services
increasing Preparedness Countermeasures Health Crisis	Number of districts/cities receiving advocacy and outreach to support the implementation of regional health crisis risk reduction efforts	15 regencies/cities. Overcoming the health crisis in all regions	15 regencies/cities. Countermeasures
Increasing access to and quality of basic health services, quality referrals for the community	Percentage of puskesmas providing traditional health services	40%	40%

Source: North Sulawesi Provincial Health Office for the 2020-2022 period

From the explanation of the table above it can be seen that quality service facilities for the community and administrative services and office infrastructure have not been achieved, which means that the performance of the employees of the Regional Health Office of North Sulawesi Province has not been maximized.

According to research by Rolos Jecky et al, (2018) another factor that affects performance is workload. A high workload can improve employee performance, however, workload that is too excessive can lead to decreased employee performance, this is due to the inability of employees to complete work caused by the capacity and ability of employees not in accordance with the demands that must be done (Ali, et al., 2022). Permendagri No.12 of 2008 states that workload is the amount of work that must be borne by a position/organizational unit and is the product of the work volume and the time norm. With the development of an increasingly advanced era, employees must be able to adapt to all conditions. The workload is getting heavier, the number of needs that want to be fulfilled,

Based on observations at the Regional Health Office of North Sulawesi Province, empowerment of employees is still not optimal, the lack of employee involvement in a problem is one of the factors. The training or socialization that is followed is if there are new regulations, training or

socialization from the Ministry of Health and Bapelkes.

Based on the results of observations on employees of the North Sulawesi Provincial Health Office, it appears that there are phenomena related to problems in the workload that are not in accordance with the competence of employees, such as employees with a health background working in the planning section. There also appear to be problems in employee performance such as the number of employees who have difficulty in drafting letters, besides that some employees appear to have difficulty managing records so that complaints often occur when searching for archives in the office. As for administrative employees who have not mastered the operation/utilization of computers and office applications optimally so that it slows down the completion of work.

From the observations of the phenomenon that occurs, it is presumed that competency, workload and employee empowerment at the North Sulawesi Provincial Health Office still need proper attention because they have an impact on employee performance at the North Sulawesi Provincial Health Office. Therefore, the authors are interested in conducting research and submitting theories to the North Sulawesi Provincial Health Office with the title: "The Influence of Competence, Workload and Empowerment on Employee Performance at the North Sulawesi Provincial Health Office".

Based on some of the results of previous studies, the researcher found a research gap related to the thesis research theme raised by the researcher. Research on existing employee performance focuses more on the influence of competence and workload aspects. While other aspects, such as empowerment, receive less attention to be used as a measuring tool. So that the results of existing research can be said to be not fully comprehensive in measuring employee performance, especially using empowerment variables. Empowerment is an important variable in looking at employee performance, because the empowerment aspect is related to increasing employee knowledge, understanding and skills so that this empowerment variable is important to be used as a performance measurement tool. Therefore,

The results of this study can be used as a benchmark for how the performance of employees/organizational units in carrying out their activities such as time to complete work, compiling employee formations, and improving work procedures and other management systems so that the performance of employees of the North Sulawesi Provincial Health Office can be measured.

Research purposes

1. To analyze the influence of competence partially on employee performance at the North Sulawesi Provincial Health Office

2. To analyze the effect of workload partially on employee performance at the North Sulawesi Provincial Health Office

3. To analyze the effect of partial empowerment on employee performance at the North Sulawesi Provincial Health Office

4. To analyze Competence, Workload and Empowerment have a simultaneous effect on Employee Performance at the North Sulawesi Provincial Health Office

LITERATURE REVIEW

Human Resource Management (MSDMD)

Human resource management is based on human management activities starting from recruitment to employee retirement (Wahjono, 2015). Meanwhile, according to Hasibuan (2012), states that Human Resource Management (HRM) is the science and art used in managing the relationships and roles of the workforce so that it is effective and efficient in helping the

realization of corporate, employee and community goals. Human Resource Management (MSDM) is a formal system design within an organization to ensure the effective and efficient use of human talent to achieve organizational goals (Sedarmayanti, 2014). Based on the understanding of Human Resource Management (MSDM) according to some of the experts above, it can be said that human resource management (MSDM) is the activity of planning, procuring, developing, maintaining,

Employee Performance

Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have competence, motivation and interests. Organizational performance is also indicated by how the process of activities taking place to achieve these goals. In the process of implementing activities, monitoring, assessment and review or review of human resource performance must always be carried out (Wibowo, 2016). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2007). Performance as a result of a person as a whole during a certain period in carrying out tasks, such as work performance standards, targets or goals or criteria that have been determined beforehand and have been mutually agreed upon (Rivai and Basri, 2008). Performance or performance is a picture of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012). Performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2009). the vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012). Performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2009). the vision and mission of the organization as outlined through the strategic planning of an organization (Moeheriono, 2012). Performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time (Hasibuan, 2009).

Many things affect a person's performance, among others, stated that the factors that affect performance are as follows (Mangkunegara, 2007):

1. *Human performance* or other language is a person's appearance. Appearance also affects performance, someone who has a neat and orderly appearance will affect his performance.

2. Motivation is a person's encouragement to do an activity or work. Someone who has strong or high motivation can say that his work will also be better than someone who works with low motivation.

3. *Ability* or ability is something that also influences a person's performance. However, a person's performance will increase if it is supported by adequate abilities. It is impossible to want optimal work results but not supported by adequate capabilities.

Employee Competency

Competences are basic characteristics that can be linked to increased performance of individuals or teams (Mathis & Jackson, 2011). According to him, more and more organizations are using the competency approach for the main reasons: to communicate valued behavior, improve capabilities, and emphasize employee capabilities in order to increase organizational competitive advantage. McClelland defines competency as a fundamental characteristic possessed by a person that directly influences performance (Rivai & Sagala, 2009). According to him, competence is analogous to the tip of the iceberg where skills and knowledge form the peak above the surface of the water. While at the bottom there are social roles and self-image that are

in the conscious mind, while the traits and motives are in his subconscious. According to McClelland, knowledge and skills have an important role in one's success, but the other four competencies play a much bigger role. Competence is closer to the ability or capability that is applied and produces employees or leaders or officials who show high performance called having competence. Competence is the ability of an individual as indicated by good performance in his position or job. Competence is a collection of knowledge, skills and behaviors that are used to improve performance or circumstances or quality that is adequate or highly qualified, has the ability to perform certain roles (Sedarmayanti, 2017). This means that First, competence is a combination of knowledge, skills, and behavior to improve performance. Second, a strong indicator of competence here is an increase in performance to a good or very good level. Third, combination and behavior are capital to produce performance.

Workload

Workload refers to all activities involving employees, the time needed to carry out tasks and work, both directly and indirectly (Johari et al., 2018). Workload is a number of processes or activities that must be completed by an organizational unit systematically within a certain period of time to obtain information about the efficiency and effectiveness of an organizational unit's work (Yuniarsih and Suwatno, 2011). Meanwhile, Kasmir (2019) states that workload is the ratio between the total standard time to complete tasks and work to the total standard time. The notion of workload is that workload is tasks that must be completed by employees within a certain time by utilizing their potential and skills (Harini et al., 2018). Referring to the many definitions above, it can be concluded that workload is the perception of workers regarding activities that must be completed within a certain period of time and efforts to deal with problems at work. Workload can be measured by the total time required to complete certain tasks (Akob, 2016).

Employee Empowerment

Empowerment as a process to make people more empowered or more capable of solving their own problems by giving them trust and authority, thus fostering a sense of responsibility (Wibowo, 2016) Empowerment of employees is one of the most effective techniques for increasing employee productivity and optimal use of individual or group capacities and abilities according to organizational goals (Abadi and Chegini, 2013).

Previous Research

Research conducted by Hana (2019) entitled The Influence of Competence and Workload on Employee Performance at the Communication and Informatics Office of West Java Province. The research method used is descriptive and verification. Data collection techniques used were observation, interviews, and distributing questionnaires to 85 respondents. The analytical method used is multiple linear regression analysis, multiple correlation analysis and analysis of the coefficient of determination. The results of this study indicate that competence and workload have a significant and significant effect on employee performance. Competence and workload have an influence on performance of 60.7%, the influence of the dominant independent variable is workload of 30.85%, while the influence of competence is 29.81%.

Research conducted by Ahmad, et al (2017) with the title Effect of Competence and Workload on Employee Performance at PT. Palopo Branch Pawnshop. The method used in this study is a quantitative method using primary data in the form of questionnaires distributed to employees of PT Pegadaian Palopo Branch. The analysis used in this study is descriptive statistical analysis, validity and reliability tests and multiple linear regression analysis. After the data was collected, the data were analyzed using the SPSS program (statistical package for social sciences) version 22. The results showed that (X1) Competence affects (Y) Employee Performance, (X2) Workload affects (Y) Employee Performance and together the same (X1) Competence and (X2) Workload affect (Y) Employee Performance.

Research conducted by Salim (2022) is Competency Influencers and Job Descriptions on Employee Performance at the Health Office of the City of Tidore Islands.The sample selection method used was purposive sampling. The analytical test tool used is path analysis using SPSS version 25. The results of the study show: 1) Competence has a positive and significant effect on employee performance at the Tidore Islands City Health Office; 2) Job descriptions have a positive and significant effect on employee performance at Tidore Islands City Health Office.

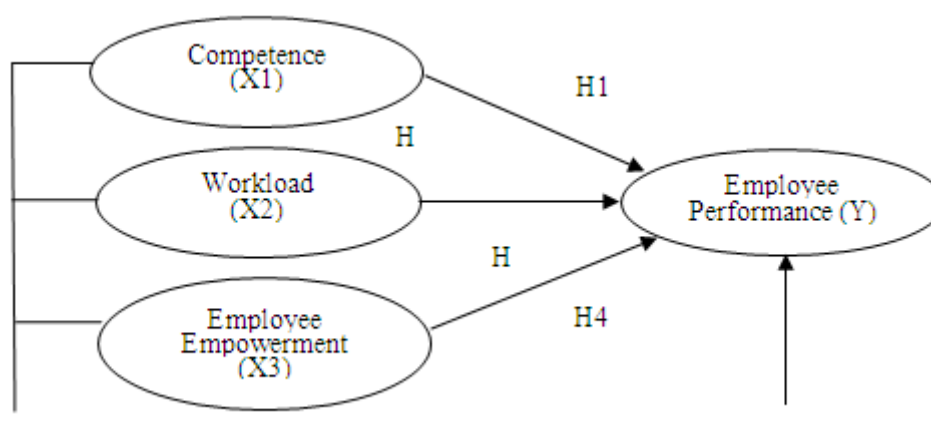**Research Model and Hypothesis**

Figure 1. Concept Framework

Source: processed data (2022)

The hypothesis of this study is:

H1: It is suspected that competence has an effectsignificant positive on the Performance of North Sulawesi Provincial Health Office Employees

H2: It is suspected that workload has a significant positive effect on employee performance at the North Sulawesi Provincial Health Office

H3: It is suspected that Empowerment has a significant positive effect on the Performance of Employees of the North Sulawesi Provincial Health Office

H4: Allegedly Competence, Workload and Empowerment jointly have a significant positive effect on the Performance of North Sulawesi Provincial Health Office Employees

RESEARCH METHODS

Types of research

This research is an associative study to determine the effect and relationship between variables, which examines the population or samples where the sampling technique is carried out randomly on employees of the North Sulawesi Provincial Health Office. Data collection was carried out using a research instrument (questionnaire/questionnaire), data analysis was quantitative/statistical in nature with the aim of testing the established hypotheses.

Location and Research Object

The object of research is something that is of concern in a study, the object of this research is the target of research to get answers or solutions to problems that occur. The object of research in this study was employees at the North Sulawesi Provincial Health Office. The time of research in this study starts in October 2022 until December 2022.

Method of collecting data

The source of data needed in this study was obtained through field research, in the form of primary data, namely data obtained directly from the North Sulawesi Provincial Health Office. Data collection techniques for this field research namelyQuestionnaires or questionnaires, namely the way of collecting data through a list of questions given to respondents to fill in themselves with the selected tool is a questionnaire in the form of closed questions (fixed alternative questions). Questionnaires with closed questions are questionnaires that are presented in the form of questions where possible answers have been provided, so that the respondent only has to choose an existing answer by placing a cross or checklist on the answer.

Population and Research Sample

The population in this study was civil servants at the North Sulawesi Provincial Health Office. The total population is civil servants at the North Sulawesi Provincial Health Office, totaling 184 employees.

The sample is part of the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population (Sugiyono, 2017).

In this study, researchers used the Slovin formula.

n = N / (1 + (Ne²))

Information:

n = sample size/number of respondents;   N = Population size; e=0.05

Then the number of samples in this study are:

$$n = \frac{184}{(1 + (184 \times 0.05^2))} = 126$$

Thus, the sample in this study amounted to 126 civil servants. Samples taken based on probability sampling techniques; where the researcher provides equal opportunities for each member of the population (employees) to be selected as a random sample without regard to the existing strata in the population itself.

Research Instrument Scale

The data collection technique used by the researcher uses a questionnaire, which is a data collection method that is carried out by giving statements to respondents using a questionnaire guide. Data collection through questionnaires was carried out with a Likert scale. According to Sugiyono (2017: 132) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. So to find out the measurement of respondents' answers in this study which used a research instrument in the form of a questionnaire, the authors used the Likert scale method (Likert's Summated Ratings). The scoring method is for SS (Strongly Agree)=5, S (Agree)=4, KS (Less Agree)=3, TS (Disagree)=2 and STS (Strongly Disagree)=1

Data analysis method

The data analysis technique used in this study is quantitative, namely testing and analyzing data by calculating numbers and then drawing conclusions from the test, with the formula below:

1. Multiple Linear Regression

Multiple Linear Analysis is used to analyze the effect of the independent variables on the dependent variable. The regression equation in this study is as follows Sugiyono (2012, p.277):

$$Y = a + b1X1 + b2X2 + b3X3$$

Where:

Y = Employee Performance; b1, b2 &b3 = The magnitude of the regression coefficient of each variable

a = Constant; X1 = Competency; X2 = Workload; X3 = Empowerment

The hypothesis requires a classical assumption test, because the analytical model used is multiple linear regression. The classic assumptions in question consist of:

1. **Data Normality Test**. The data normality test aims to analyze whether the distribution of a data follows or approaches a normal distribution. This normality test has two ways to test whether the data distribution is normal or not. Namely through the histogram approach and graph approach. In the histogram approach, the data is normally distributed if the data distribution does not deviate to the left or to the right. In the graphical approach, the data is normally distributed if the points follow the data along the diagonal line.

2. **Multicollinearity test**. Used to test whether the regression found a strong or high correlation between the independent variables. If there is a correlation between the independent variables, then multicollinearity occurs, and vice versa. A good regression model should not have a correlation between the independent variables. Multicollinearity testing is done by looking at the VIF between independent variables and tolerance values. The limit that is commonly used to indicate the presence of multicollinearity is a tolerance value <0.05 equals $VIF > 5$.

3. **Heteroscedasticity Test**. This test has the aim of analyzing whether the regression model has variance dissimilarity from the residual of one observation to another; it is called homoscedasticity, otherwise if the variance is different, it is called heteroscedasticity. Whether there is heteroscedasticity can be seen by looking at the scatterplot graph between the predicted values of the independent variables and their residual values. Basic analysis that can be used to determine heteroscedasticity include:

1. If there is a certain pattern, such as dots that form a certain regular pattern (wavy, widens then narrows), then heteroscedasticity has occurred.

2. If there is no clear pattern such as the dots spreading above and below the number 0 on the Y axis, then there is no heteroscedasticity or homoscedasticity

2. Hypothesis Testing with t Test

According to Ghozali (2012: 98) different test t-test is used to test how far the influence of the independent variables used in this study individually in partially explaining the dependent variable. The basic decision making used in the t test is as follows:

1. If the significance probability value is > 0.05, then the hypothesis is rejected. The rejected hypothesis means that the independent variable has no significant effect on the dependent variable.

2. If the probability value is significant <0.05, then the hypothesis is accepted. The hypothesis can be rejected means that the independent variable has a significant effect on the dependent variable.

3. Hypothesis Testing with F Test

According to Ghozali (2012: 98) F statistical test basically shows whether all the independent variables or independent variables included in the model have a joint effect on the dependent variable or related variables. To test this hypothesis F statistics is used with the following decision-making criteria:

1. If the value of F is greater than 4 then H0 is rejected at the 5% confidence level, in other words we accept the alternative hypothesis, which states that all independent variables simultaneously and significantly influence the dependent variable.

2. Comparing the calculated F value with F according to the table. If the Fcount value is greater than the Ftable value, then H0 is rejected and Ha is accepted.

4. Coefficient of Determination

The coefficient of determination (R^2) basically regulates how far it explains the variation in the dependent variable. The value of the coefficient of determination is between zero and one. The small value of R^2 explains that the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. The data in this study will be processed using the Statistical Package for Social Sciences (SPSS) program. The hypothesis in this study is influenced by the significant value of the coefficient of the variable concerned after testing. The formula for the coefficient of determination is $D = R^2 \times 100\%$.

RESEARCH RESULTS AND DISCUSSION

Research result

1. Validity test

Validity testing is carried out to determine whether a questionnaire is valid or not for each of these variables. The validity test that has been carried out in this study is shown in the following table:

Table 2. Validity Test

Indicator	r Count	r Table	Information
Q1	0697	0.175	VALID
Q2	0.586	0.175	VALID
Q3	0.745	0.175	VALID
Q4	0.476	0.175	VALID
Q5	0.606	0.175	VALID
Q6	0.541	0.175	VALID
Q7	0.669	0.175	VALID
Q8	0.286	0.175	VALID
Q9	0.710	0.175	VALID
Q10	0.178	0.175	VALID
Q11	0.622	0.175	VALID
Q12	0.641	0.175	VALID
Q13	0.198	0.175	VALID
Q14	0.575	0.175	VALID
Q15	0.745	0.175	VALID
Q16	0.596	0.175	VALID
Q17	0.615	0.175	VALID
Q18	0.601	0.175	VALID
Q19	0.559	0.175	VALID
Q20	0697	0.175	VALID

Source: processed data (2022)

From the results of validity testing in the table above, the questionnaire containing these 4 variables was 20 questionnaires which had been filled out by 126 respondents in this study. One way to find out which questionnaires are valid and which are invalid, we have to find out the table first. The formula for r table is df = N-2 so 126-2 = 124, so r table = 0.175. From the results of the validity calculation in the table above, it can be seen that r count > r table, there are 20 questionnaires which are declared valid.

Reliability Test

This study had to do a reliability test to measure whether or not the questionnaire was consistent in the study used to measure the effect of variable X on variable Y. Prior to carrying out reliability testing there must be a basis for decision making, namely an alpha of 0.60. A variable that is considered reliable if the variable value is greater than > 0.60 if it is smaller then the variable under study cannot be said to be reliable because it is <0.60. The results of testing the reliability of this research variable are as follows:

Table 3. Reliability Test

Items	Cronbach's Alpha if Item Deleted
Q1	.723
Q2	.729
Q3	.724
Q4	.732
Q5	.729
Q6	.731
Q7	.730
Q8	.742
Q9	.729
Q10	.745
Q11	.733
Q12	.731
Q13	.746
Q14	.734
Q15	.730
X16	.733
X17	.735
X18	.734
X19	.733
X20	.876

Source: processed data (2022)

The results of the reliability test on the Independent variable (X) can be seen that the cronbach's alpha in this variable is higher than the basic value, namely > 0.60 for each item. These results prove that all statements in the variable (X) questionnaire are declared reliable.

Normality test

Before carrying out multiple linear regression analysis, a multiple linear regression assumption test is carried out, namely the normality test using the One-Sample Kolmogorov-Smirnov Test by measuring if the resulting value is less than 0.05, then the distribution is considered abnormal otherwise if the results obtained more than 0.05, it is stated that the distribution is normal, and the results are as follows:

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		126
Normal Parameters, b	Means	.0000000
	std. Deviation	1.88074047
Most Extreme Differences	absolute	.090
	Positive	.090
	Negative	-.058
Kolmogorov-Smirnov Z		1.007
asymp. Sig. (2-tailed)		.262

Source: processed data (2022)

Based on table 4 above, the significance value obtained in table (Asymp. Sig. (2-tailed)) is 0.262 which is greater than α (0.05). It was decided that the distribution of the Independent variable (X) with the Dependent variable (Y) was normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If there is multicollinearity, then the regression model is bad because several variables will produce similar parameters so that they can interfere with each other. The detection of multicollinearity problems can be seen from the value of the Variation Inflation Factor (VIF). If the VIF value is less than 10 and the Tolerance value is more than 0.10, then there are no symptoms of multicollinearity. Conversely, if the VIF value is more than 10 and the tolerance value is less than 0.10, then there are symptoms of multicollinearity:

Table 5. Multicollinearity Test

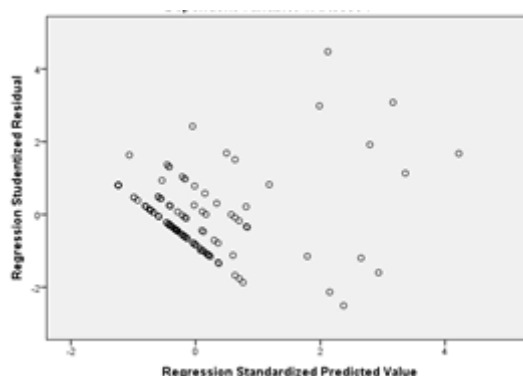| Variable	Collinearity Statistics	
	tolerance	VIF
X1	.635	1,575
X2	.622	1,608
X3	.602	1,661

Source: processed data (2022)

1. The tolerance value of the Competency variable (X1) is 0.635, which is greater than 0.10. Meanwhile, the VIF value of the Competency variable (X1), which is 1.575, is less than 10.00, so it can be concluded that multicollinearity does not occur.

2. The tolerance value of the Workload variable (X2) is 0.622 which is greater than 0.10. Meanwhile, the VIF value of the Workload variable (X2), which is 1.608, is less than 10.00, so it can be concluded that multicollinearity does not occur.

3. The tolerance value for the Empowerment variable (X3) is 0.602, which is greater than 0.10. Meanwhile, the VIF value of the Empowerment variable (X3), which is 1.661, is less than 10.00, so it can be concluded that multicollinearity does not occur

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression is a regression that is in a homoscedasticity position and not a heteroscedasticity condition. The variable is declared in a position where heteroscedasticity does not occur if the spread of observer points above and

or below zero on the Y axis leads to an unclear pattern.

Figure 6. Heteroscedasticity Test

Source: processed data (2022)

Based on the Scatterplot output in Figure 6 above, it can be seen that the dots spread and do not form a clear pattern. So it can be concluded that there was no heteroscedasticity problem in this study. This means that the data in this study are homoscedasticity.

Multiple Regression Analysis

Multiple regression analysis aims to see the effect of the independent variables on the dependent variable. Regression analysis includes testing the partial hypothesis, simultaneous hypothesis and testing the coefficient of determination.

1. Hypothesis Test (partial)

The t test is used to partially test the regression coefficient of the independent variable. Based on table 7, partial testing for each variable obtained the following results:

Table 7. Statistical t test table

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	-1,439	.921		-1,563	.121
	X1	.113	040	.194	2,835	005
	X2	.628	.100	.433	6,269	.000
	X3	.443	.097	.321	4,565	.000

Source: processed data (2022)

Based on the results of the statistical t test, the decision making is as follows:

1. Based on the results of the statistical t test for the variable, the B value for the Competency variable (X1) is 0.113 with a significance value of $0.005 \leq 0.05$. This shows that there is a positive and significant influence of competency variable (X1) on employee performance (Y). A positive B value means that the higher the employee's competency, the higher the employee's performance at the North Sulawesi Provincial Health Office. On the contrary, if employee competence is low, then employee performance will decrease. So hypothesis 1 (H1) states. It is suspected that competence has a significant positive effect on employee performance at the North Sulawesi Provincial Health Office, accepted or proven

2. Based on the results of the statistical t test for the variable, the B value for the workload variable (X2) is 0.628 with a significance value of $0.000 \leq 0.05$. This shows that there is a positive and significant effect of the Workload variable (X2) on Employee Performance (Y).

A positive B value means that the higher the workload of employees, the higher the performance of employees at the North Sulawesi Provincial Health Office. On the contrary, if the employee's workload is low, the employee's performance will decrease. So hypothesis 2 (H2) states. It is suspected that workload has a significant positive effect on employee performance at the North Sulawesi Provincial Health Office accepted or proven

3. Based on the results of the statistical t test for the variable, the B value for the Empowerment variable (X3) is 0.443 with a significance value of 0.000 ≤ 0.05. This shows that there is a positive and significant effect of the empowerment variable (X3) on employee performance (Y). A positive B value means that the higher the employee empowerment, the higher the employee performance at the North Sulawesi Provincial Health Office. On the contrary, if employee empowerment is low, employee performance will decrease. So hypothesis 3 (H3) states. It is suspected that Empowerment has a significant positive effect on the Performance of North Sulawesi Province Health Service Employees accepted or proven

2. Hypothesis Test F

Testing using the F test is to see whether overall the independent variables have the ability to explain the dependent variable, namely Employee Performance. From the simultaneous test results obtained as follows:

Table 8. Statistical F test table

ANOVAa						
	Model	Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	778,558	3	259,519	71,608	.000b
	residual	442,148	122	3,624		
	Total	1220706	125			

Source: processed data (2022)

The results of data processing show that the calculated F value is 71.608 greater than the F table which is 2.68 and a significance value of 0.000≤0.05. This shows that the frequency of competency, workload and empowerment variables together (simultaneously) has a positive and significant influence on employee performance.

3. Test the Coefficient of Determination

The R2 test is used to measure how far the model's ability to explain variations in the dependent variable. In this study the coefficient of determination uses the value of R2

Table 9. Table of Determination Coefficient Test

Summary modelb									
Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Change Statistics				
					R Square Change	FChange	df1	df2	Sig. FChange
1	.799a	.638	.629	1.90372	.638	71,608	3	122	.000

Source: processed data (2022)

From the results of the R2 test, an R2 value of 0.638 or 63.8% was obtained. This shows that employee performance can be explained by 63.8% by independent variables, namely competence, workload and empowerment. While the remaining 36.2% is explained by variables outside the independent variables used in this study.

Discussion

The Effect of Competence on Employee Performance

The results of this study indicate that employee competence has a significant effect on the performance of North Sulawesi Provincial Health Office employees. Human Resources (HR) is a determining factor for the success of a good service. Civil servants as human resources in the government sector play an important role in the success of implementing government administration and national development so that the position and role of civil servants is very important as the executor of government business activities. The government then stipulates policies related to apparatus human resources to obtain and increase the capacity of professional employees with the quality of employees who are skilled and have competence, can work hard, be creative and have high morality. If employees can function properly, this can have a positive effect on the organization, meaning that the desired organizational goals are achieved. The results of this study prove that the first hypothesis is accepted, based on the criterion of a significance value of <0.05, which means that there is an influence of competence on employee performance.

Effect of Workload on Employee Performance

The results showed that there was a significant influence between workload and the performance of North Sulawesi Province Health Office employees. Workload is a number of work targets or target results that must be achieved in a certain time unit (Kepmenpan No 75 of 2004). Workload is the tasks given by employees to be completed at a certain time using the skills and potential of the workforce. Workload can be divided into quantitative workloads that arise as a result of too many or too few tasks given to employees to complete in a certain time. Qualitative workload where employees feel unable to perform a task or task does not use the skills and/or potential of the employee. The results of this study prove that the first hypothesis is accepted, based on the criterion of significance value <0.05, which means that there is an effect of workload on employee performance.

The Effect of Empowerment on Employee Performance

The results of this study indicate that employee empowerment has a significant effect on employee performance. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets/goals or criteria. Every company always tries to be able to improve the performance of its employees because with good employee performance the company's goals will be achieved properly as expected. And vice versa, if the employee's performance is bad, the company's goals will not be achieved properly. So that performance is an important thing that must be achieved by every company, because performance is a reflection of the company's ability to manage and allocate its resources.

CLOSING

Conclusion

1. There is a significant effect of competence on the performance of the North Sulawesi Provincial Health Office employees

2. There is a significant effect of workload on the performance of North Sulawesi Provincial Health Office employees

3. There is a significant effect of empowerment on the performance of North Sulawesi Provincial Health Office employees

4. Competence, workload and empowerment simultaneously influence the performance of North Sulawesi Provincial Health Office employees.

Suggestion

1. For the North Sulawesi Provincial Health Office, improving employee performance can be done by first increasing employee competence, including by conducting training and education to develop skills for employees. Thus, the competence and skills of employees will increase and encourage increased performance

2. The Health Office must empower employees by providing opportunities for every employee to develop their potential and provide equal opportunities for every employee in the North Sulawesi Provincial Health Office to be involved and entrusted with doing new tasks so as to hone employee skills.

3. The North Sulawesi provincial health office must pay attention to the workload of employees, especially the weight and amount of work and the duration of time needed by employees to complete work. The Health Office must limit the workload of each employee, so that it will not interfere with performance. In addition, a high workload can also affect employee performance, so that the workload of North Province Health Office employees must be adjusted so as to improve employee performance.

4. For further researchers, given the limitations in this thesis research, it is hoped that they can add other variables to measure employee performance so that employee performance can be measured more comprehensively using other variables.

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