

DETERMINATION OF COMPETENCY, WORKLOAD AND LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES AT THE CUSTOMS AND EXCISE SERVICE AND SUPERVISION OFFICE, TYPE B, BANDAR LAMPUNG, WITH SELF-EFFICACY AS AN INTERVENING VARIABLE

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Abstract

This study aims to analyze the effects of competence, workload, and leadership style on employee performance with self-efficacy as an intervening variable at the Customs and Excise Service and Supervision Office of Middle Type B Bandar Lampung. This research employed a quantitative approach using explanatory research. The population consisted of 144 employees, while the sample consisted of 106 respondents determined using the Slovin formula with a 5% error tolerance. Data were collected through questionnaires using a five-point Likert scale. Data analysis was performed using Partial Least Squares (PLS). The results indicate that competence has a positive and significant effect on self-efficacy and employee performance. Workload has a positive and significant effect on self-efficacy but has no significant effect on employee performance. Leadership style has no significant effect on self-efficacy but has a positive and significant effect on employee performance. Self-efficacy has a positive and significant effect on employee performance. Self-efficacy mediates the effect of competence on employee performance and mediates the effect of leadership style on employee performance, but does not mediate the effect of workload on employee performance. Simultaneously, competence, workload, and leadership style do not significantly affect self-efficacy, whereas competence, workload, leadership style, and self-efficacy simultaneously have a significant effect on employee performance.

Keywords: competence, workload, leadership style, self-efficacy, employee performance.

I. INTRODUCTION

1.1 Background

Employee performance is a crucial factor in supporting organizational effectiveness and efficiency, particularly in government agencies that demand public service and achieve organizational targets. At the Bandar Lampung Type B Customs and Excise Service and Supervision Office, employee performance is crucial because it directly relates to services, supervision, and enforcement of customs and excise laws, as well as the achievement of Key Performance Indicators (KPI).

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Table 1.1 Key Performance Indicators (KPI) for 2024

COD E SS/I KU	TARGET STRATEGI C/ DESCRIPT ION OF IKU	CONSOLIDA TION	Q4 TARG ET	TARG ET 2024	REALIZAT ION (December)	REALIZAT ION (until December)	INDEX ACHIEVEM ENTS SD Q4	INDEX ACHIEVEM ENTS ANNUAL
Stakeholder Perspective (30%)								
1	Targeted fiscal incentives							
1a-CP	Percentage of success of giving facility Customs	TLKV	84.5%	84.5%	97.25%	97.25%	115.09%	115.09%
2	Support for optimal economic growth							
2a-CP	Percentage effectiveness of assistance for export-oriented MSMEs	TLKV	82%	82%	89%	89%	108.54%	108.54%
3	Optimal state revenue from the customs and excise sector							
3a-CP	Percentage of realization of customs revenue and excise*	TLKV	100%	100%	104.77%	104.77%	104.77%	104.77%
4	Effective synergy of supervision and enforcement of customs and excise laws							
4a-CP	Level effectiveness supervision and enforcement of customs laws and excise*	TLKV	80%	80%	84.64%	93.53%	116.91%	116.91%
Customer Perspective (20%)								
5	High user satisfaction of customs and excise services							

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5a-CP	User satisfaction index*	TLKV	3	3 (scale 4)	3.64	3.64	120	120
6	High level of service user compliance with customs and excise regulations							
6a-CP	Customs and excise receivables settlement level	TLKV	82%	82%	97.9%	97.9%	119.39%	119.39%
6b-N	Percentage of entrepreneur compliance recipient facility Bonded zone	TLKV	84%	84%	97.14%	97.14%	115.64%	115.64%
<i>Internal Process Perspective (25%)</i>								
7	Effective and efficient policy formulation planning and analysis							
7a-N	Percentage quality of planning and completion of sustainable PRKC programs	TLKV	81%	81%	98.26%	98.26%	120%	120%
8	Positive perception and public support for customs and excise policies							
8a-N	Index effectiveness of communication and education*	TLKV	81 (Scale 100)	81 (Scale 100)	94.75	94.75	116.98%	116.98%
8b-N	Percentage of quality of customs and excise services	TLKV	82%	82%	96.4%	96.4%	117.56%	117.56%
9	Effective Customs and Excise Inspection and Supervision							
9a-CP	Percentage of effectiveness of customs patrol and operation activities and excise*	TLKV	78%	78%	96.35%	112.65%	120%	120%

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9b-CP	Percentage of effectiveness of marine patrols*	TLKV	74.5%	74.5%	15.91%	77%	103.35%	103.35%
10	Value-added quality control and internal supervision							
10aCP	Percentage of follow-up of recommendations from the apparatus Supervisor Functional*	TLKV	84.5%	84.5%	100%	100%	118.34%	118.34%
10b-N	Average percentage of effectiveness level of internal compliance monitoring and supervision*	TLKV	82%	82%	100%	100%	120%	120%
Learning and Growth Perspective (25%)								
11	High-performance organizations and human resources							
11a-N	Percentage increase in employee competency*	TLKV	81%	81%	99.86%	99.86%	120%	120%
11b-N	Percentage of effectiveness organizational management*	TLKV	82%	82%	94.26%	94.26%	114.95%	114.95%
11c-N	Quality Level Unit Governance Work*	TLKV	80%	80%	98.26%	98.26%	120%	120%
12	Reliable and integrated information system							
12a-N	Percentage Management ICT Services*	TLKV	83%	83%	100%	100%	120%	120%
13	Efficient, effective and accountable management of finance, state assets and general public							

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13a-N	Budget execution quality index*	TLKV	100 (95.53%)	100 (95.53%)	120 -100%	120 -100%	120%	120%
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Source: Customs and Excise B Bandar Lampung (2024)

The data in this thesis indicates that by 2024, all 19 KPIs of the Bandar Lampung Type B Customs and Excise Service and Supervision Office will be green, achieving 100% or higher. This condition demonstrates excellent organizational performance and demonstrates the high performance demands placed on employees.

Employee performance is not solely determined by individual abilities, but is also influenced by competency, workload, leadership style, and psychological factors. Competence encompasses knowledge, skills, attitudes, decision-making abilities, and effective communication. Employees with adequate competencies are better able to complete their work effectively and meet organizational demands. Besides competence, workload is another factor that needs to be considered. Excessive workloads can lead to fatigue and lower productivity, while proportional workloads can provide challenges that encourage employees to develop their skills and experience. In the context of this research, Customs and Excise employees work within standard operating procedures and structured work systems, making adaptability to job demands crucial.

Leadership style is also a factor that can determine employee performance. Leadership that provides direction, support, motivation, communication, and development opportunities can create a working environment that supports performance achievement. This study also considered **self-efficacy** as an intervening variable. Self-efficacy is an individual's belief in their ability to complete tasks, overcome obstacles, and achieve work goals. Employees with high self-efficacy tend to be more confident, persistent, and able to cope with work demands. Previous research reviewed in this thesis indicates that the relationship between competence, workload, leadership, and performance can be explained through psychological mechanisms. This study then integrates competence, workload, leadership style, self-efficacy, and performance into a single research model. Based on these conditions, this study aims to analyze the influence of competence, workload and leadership style on employee performance with self-efficacy as an intervening variable at the Customs and Excise Service and Supervision Office, Type B, Bandar Lampung.

II. LITERATURE REVIEW

2.1 Competence

Sutrisno and Rahmawati (2021) define competency as a set of measurable abilities, encompassing cognitive, affective, and psychomotor dimensions, necessary to perform work effectively. According to them, competency acts as a bridge between individual potential and organizational needs. In a managerial context, high competency enables employees to adapt to changes in the work environment and contribute to the achievement of the company's strategic goals. According to Kurniawan and Santosa (2022), competency is a combination of *knowledge* , *skills* , and *behavior* that can be observed and measured through individual work results. They add that competency extends beyond technical skills to encompass interpersonal and intrapersonal skills such as communication, decision-making, and teamwork. In the digital era, competency also encompasses the ability to adapt to new technologies and innovations, which impact employee effectiveness.

2.2 Workload

Workload is a crucial factor influencing employee performance and well-being within an organization. According to Hartono and Putra (2020), workload is defined as the number of tasks or responsibilities a person must complete within a specific timeframe, both physically and mentally. They explain that workload is determined not only by the volume of work but also by its complexity, time pressure, and accompanying cognitive demands. If the workload is too high without adequate skills and resources, it can lead to work stress and decreased performance. According to Sari and Wahyudi (2021), workload encompasses two main dimensions: quantitative workload and qualitative workload. Quantitative workload relates to the amount of work that must be completed within a given timeframe, while qualitative workload relates to the level of difficulty and responsibility of the work. They emphasize that a balance

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between these two dimensions is crucial, as a disproportionate workload can disrupt employee psychological well-being and reduce organizational productivity.

2.3 Leadership Style

Transformational leadership is a leadership approach that emphasizes the leader's ability to inspire, motivate, and direct subordinates to achieve organizational goals through positive change and individual development. According to Robbins and Judge (2020), transformational leadership is a leadership style that encourages organizational members to transcend personal interests for the common good through the leader's vision, motivation, and idealistic influence. Transformational leaders act not only as decision-makers but also as agents of change who build employee morale, creativity, and commitment through inspiring communication and role models.

2.4 Self-Efficacy

Self-efficacy is an individual's belief in their ability to organize and carry out the actions necessary to complete a task. In this study, self-efficacy was measured through belief in one's own abilities, ability to overcome obstacles and stress, persistence in completing tasks, ability to control emotions, and optimism about work outcomes. According to Eden and Zuk (1995), high job self-confidence will encourage employees to demonstrate greater initiative, perseverance, and responsibility, thus positively impacting performance. Conversely, low job self-confidence can hinder employee potential, even if they possess adequate competency. Based on this description, it can be concluded that the Theory of Work Self-Confidence provides a strong theoretical foundation in explaining how individual and organizational factors influence employee performance through internal psychological mechanisms. This theory supports the placement of self-efficacy as an intervening variable in the relationship between competence, workload, and leadership style on employee performance, particularly in the context of public sector organizations. Self-efficacy is important because employees who believe in their abilities tend to be more persistent, confident and able to face work difficulties.

2.5 Employee Performance

Employee performance is a crucial aspect in achieving organizational goals because it reflects an individual's effectiveness and efficiency in carrying out their assigned tasks. According to Putri and Andayani (2019), employee performance is the work results achieved by individuals within an organization in accordance with established standards and based on their competencies and responsibilities. Furthermore, Ramli (2020) defines performance as the achievement of work results, both in quality and quantity, by employees within a specific timeframe, taking into account their roles, functions, and responsibilities within the organization.

III. RESEARCH METHOD

This study used a quantitative approach with explanatory research methods to test causal relationships between variables. The study was conducted at the Bandar Lampung Type B Customs and Excise Service and Supervision Office from November 2025 to March 2026. The study population consisted of 144 employees. Using the Slovin formula and a 5% margin of error, a sample size of 105.88 was obtained, rounded up to 106 respondents. Data collection was carried out using a questionnaire with a five-level Likert scale, namely strongly agree to strongly disagree. Data analysis used **Partial Least Squares (PLS)**. Model evaluation included an outer model to test validity and reliability, as well as an inner model to test structural relationships and hypotheses.

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IV. RESULTS AND DISCUSSION

4.1 RESULTS

Path Analysis Path

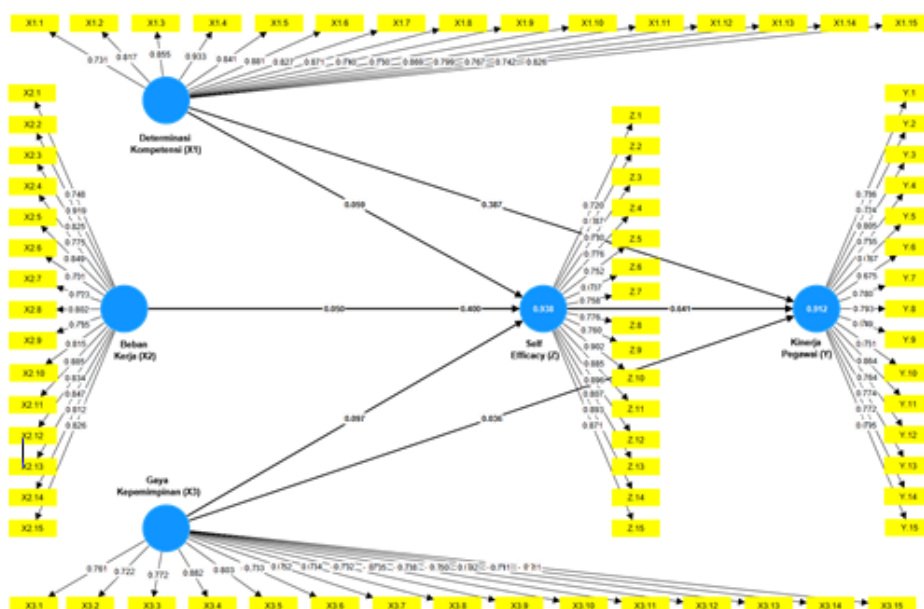


Figure 4.1 Outer Model

Table 4.2 Cross Loading

	Workload (X2)	Determination of Competence (X1)	Leadership Style (X3)	Employee Performance (Y)	Self-Efficacy (Z)
X1.1	0.777	0.731	0.711	0.645	0.726
X1.2	0.477	0.560	0.481	0.484	0.566
X1.3	0.884	0.869	0.776	0.824	0.809
X1.4	0,754	0,799	0,781	0,712	0,788
X1.5	0,677	0,767	0,737	0,753	0,692
X1.6	0,764	0,742	0,722	0,708	0,687
X1.7	0,871	0,826	0,772	0,718	0,832
X1.8	0,838	0,817	0,696	0,733	0,802
X1.9	0,864	0,855	0,740	0,772	0,834
X1.10	0,924	0,933	0,848	0,847	0,906
X1.11	0,830	0,841	0,791	0,748	0,830
X1.12	0,916	0,881	0,718	0,798	0,857
X1.13	0,801	0,827	0,757	0,785	0,771
X1.14	0,806	0,871	0,734	0,819	0,819
X1.15	0,606	0,640	0,581	0,575	0,626
X2.1	0,748	0,733	0,635	0,629	0,745
X2.2	0,815	0,780	0,791	0,752	0,753
X2.3	0,885	0,820	0,795	0,809	0,822

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X2.4	0,834	0,871	0,866	0,764	0,774
X2.5	0,847	0,867	0,742	0,793	0,771
X2.6	0,812	0,831	0,696	0,736	0,762
X2.7	0,826	0,776	0,849	0,706	0,812
X2.8	0,919	0,892	0,803	0,795	0,895
X2.9	0,825	0,820	0,658	0,720	0,797
X2.10	0,775	0,735	0,698	0,667	0,758
X2.11	0,849	0,837	0,725	0,705	0,854
X2.12	0,401	0,434	0,132	0,350	0,389
X2.13	0,623	0,617	0,521	0,546	0,601
X2.14	0,802	0,826	0,717	0,684	0,790
X2.15	0,485	0,502	0,354	0,416	0,476
X3.1	0,694	0,660	0,761	0,612	0,714
X3.2	0,001	0,007	-0,035	-0,028	-0,034
X3.3	-0,014	-0,011	-0,038	-0,017	-0,048
X3.4	-0,030	-0,026	-0,050	-0,025	-0,061
X3.5	0,049	0,103	0,092	0,092	0,070
X3.6	-0,116	-0,090	-0,141	-0,120	-0,127
X3.7	-0,076	-0,054	-0,111	-0,081	-0,111
X3.8	0,708	0,686	0,722	0,572	0,684
X3.9	0,655	0,687	0,772	0,658	0,689
X3.10	0,798	0,831	0,882	0,749	0,790
X3.11	0,648	0,710	0,803	0,725	0,680
X3.12	-0,037	-0,055	-0,033	-0,034	-0,023
X3.13	0,079	0,095	0,052	0,001	0,087
X3.14	0,026	0,050	0,034	0,052	0,010
X3.15	-0,097	-0,103	-0,102	-0,066	-0,110
Y.1	0,354	0,393	0,264	0,386	0,338
Y.2	0,712	0,607	0,514	0,651	0,641
Y.3	0,679	0,767	0,720	0,864	0,800
Y.4	0,671	0,683	0,688	0,764	0,723
Y.5	0,650	0,725	0,604	0,774	0,704
Y.6	0,635	0,687	0,582	0,772	0,725
Y.7	0,531	0,643	0,602	0,695	0,620
Y.8	0,401	0,382	0,317	0,424	0,410
Y.9	0,689	0,693	0,686	0,805	0,777
Y.10	0,512	0,524	0,532	0,565	0,525
Y.11	0,569	0,615	0,683	0,667	0,608
Y.12	0,707	0,649	0,472	0,675	0,645
Y.13	0,748	0,746	0,669	0,780	0,723
Y.14	0,661	0,669	0,690	0,793	0,770

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Y.15	0.585	0.633	0.593	0.649	0,580
Z.1	0.679	0.695	0.659	0.677	0,720
Z.2	0,906	0.891	0,799	0,819	0,902
Z.3	0,832	0,854	0,755	0,843	0,885
Z.4	0,855	0,854	0,809	0,845	0,896
Z.5	0,820	0,801	0,761	0,719	0,807
Z.6	0,898	0,906	0,705	0,814	0,893
Z.7	0,876	0,891	0,806	0,768	0,871
Z.8	0,487	0,538	0,620	0,579	0,587
Z.9	0,653	0,622	0,676	0,642	0,680
Z.10	0,508	0,589	0,468	0,551	0,576
Z.11	0,665	0,712	0,724	0,727	0,752
Z.12	0,528	0,538	0,433	0,635	0,607
Z.13	0,718	0,663	0,752	0,735	0,758
Z.14	0,759	0,738	0,692	0,726	0,776
Z.15	0,772	0,743	0,719	0,683	0,760

Source : Primary data processed (2026)

Table 4.3 Results of Instrument Validity Test Using *Loading Factor*

	Workload (X2)	Determination of Competence (X1)	Leadership Style (X3)	Employee Performance (Y)	Self Efficacy (Z)
X1.1		0,731			
X1.2		0,760			
X1.3		0,869			
X1.4		0,799			
X1.5		0,767			
X1.6		0,742			
X1.7		0,826			
X1.8		0,817			
X1.9		0,855			
X1.10		0,933			
X1.11		0,841			
X1.12		0,881			
X1.13		0,827			
X1.14		0,871			
X1.15		0,740			
X2.1	0,748				
X2.2	0,815				
X2.3	0,885				
X2.4	0,834				
X2.5	0,847				

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X2.6	0,812				
X2.7	0,826				
X2.8	0,919				
X2.9	0,825				
X2.10	0,775				
X2.11	0,849				
X2.12	0,701				
X2.13	0,723				
X2.14	0,802				
X2.15	0,785				
X3.1			0,761		
X3.2			0,735		
X3.3			0,738		
X3.4			0,750		
X3.5			0,792		
X3.6			0,741		
X3.7			0,711		
X3.8			0,722		
X3.9			0,772		
X3.10			0,882		
X3.11			0,803		
X3.12			0,733		
X3.13			0,752		
X3.14			0,734		
X3.15			0,702		
Y.1				0.786	
Y.2				0.751	
Y.3				0.864	
Y.4				0.764	
Y.5				0.774	
Y.6				0.772	
Y.7				0.795	
Y.8				0.724	
Y.9				0.805	
Y.10				0.765	
Y.11				0.767	
Y.12				0.775	
Y.13				0.780	
Y.14				0.793	
Y.15				0.749	
Z.1					0.720

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Z.2					0.902
Z.3					0.885
Z.4					0.896
Z.5					0.807
Z.6					0.893
Z.7					0.871
Z.8					0,787
Z.9					0,780
Z.10					0,776
Z.11					0,752
Z.12					0,707
Z.13					0,758
Z.14					0.776
Z.15					0.760

Source : Primary data processed (2026)

Table 4.4 Calculation of AVE, Cronbach Alpha , and Composite Reliability

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
Workload (X2)	0.956	0.964	0.956	0.602
Determination of Competence (X1)	0.963	0.968	0.964	0.645
Leadership Style (X3)	0.829	0.894	0.824	0.612
Employee Performance (Y)	0.933	0.941	0.932	0.686
Self-Efficacy (Z)	0.955	0.962	0.956	0.597

Source : Primary data processed (202 6)

The test results showed that the research indicators met the convergent validity criteria. The loading factor values for the leadership style variable ranged from 0.702 to 0.882, employee performance from 0.724 to 0.864, and self-efficacy from 0.707 to 0.902. Overall, the indicators used met the validity criteria established in the study. The reliability results also showed values that met the criteria. The AVE value for competency was 0.645, workload 0.602, leadership style 0.612, self-efficacy 0.597, and employee performance 0.686.

4.1.3 Coefficient of Determination

Table 4.5 Correlation Value (r^2)

	R-square	R-square adjusted
Employee Performance (Y)	0.912	0.910
Self-Efficacy (Z)	0.938	0.938

Source : Primary data processed (202 6)

The R-square value for self-efficacy was **0.938** , while the R-square value for employee performance was **0.912** . Thus, competence, workload, and leadership style were able to explain 93.8% of the variation in self-efficacy. Meanwhile, competence, workload, leadership style, and self-efficacy were able to explain 91.2% of the variation in employee performance.

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4.1.4 Hypothesis Testing

Direct Influence

Hypothesis	Connection	Coefficient	t-statistic	p-value	Decision
H1	Competence → Self-Efficacy	0.051	5,137	0,000	Accepted
H2	Workload → Self-Efficacy	0.560	6,800	0,000	Accepted
H3	Leadership Style → Self-Efficacy	0.184	0.055	0.956	Rejected
H4	Competence → Performance	0.640	8,843	0,000	Accepted
H5	Workload → Performance	-1,273	0.007	0.995	Rejected
H6	Leadership Style → Performance	0.401	4,340	0,000	Accepted
H7	Self-Efficacy → Performance	0.424	4,798	0,000	Accepted

Direct effect data shows that competence has a significant effect on self-efficacy and performance, workload has an effect on self-efficacy but not on performance, leadership style has no effect on self-efficacy but does on performance, and self-efficacy has a positive and significant effect on performance.

Indirect Influence

Hypothesis	Mediation Path	Coefficient	t-statistic	p-value	Decision
H8	Competence → Self-Efficacy → Performance	0.576	7,619	0,000	Accepted
H9	Workload → Self-Efficacy → Performance	0.352	0.002	0.999	Rejected
H10	Leadership Style → Self-Efficacy → Performance	0.056	5,107	0,000	Accepted

The indirect effect results show that self-efficacy can mediate the influence of competence on performance and the influence of leadership style on performance. Conversely, self-efficacy cannot mediate the influence of workload on performance.

Simultaneous Testing

Simultaneous testing of competence, workload, and leadership style on self-efficacy yielded a t-statistic of **0.611** and a p-value of **0.541**, thus rejecting H11. This means that the three variables simultaneously did not prove to have a significant effect on self-efficacy.

In contrast, simultaneous testing of competence, workload, leadership style and self-efficacy on performance produced a t-statistic of **10.194** and a p-value of **0.000**, so H12 was accepted.

4.2. DISCUSSION

1. The Influence of Competence on Employee Performance

Competence has a positive and significant impact on performance. Employees with adequate knowledge, skills, and technical abilities are better able to perform their work according to standards and provide optimal service.

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These findings emphasize the importance of education, training, certification and competency development programs as strategies for improving employee performance.

2. The Influence of Workload on Employee Performance

Workload does not have a significant effect on employee performance. Although the correlation coefficient shows a negative direction, the effect is not statistically significant.

This situation can occur because employees have experience, adaptability, and work systems that allow them to maintain performance despite varying workload levels. SOPs and clear task allocations can also help employees complete tasks on time.

3. The Influence of Leadership Style on Performance

Leadership style has a positive and significant effect on performance, with a coefficient of 0.401 and a t-statistic of 4.340. These results indicate that the better the leadership style applied, the higher the employee performance.

Leadership that is able to provide direction, motivation, coordination and support can create conditions that encourage employees to achieve organizational targets.

4. The Influence of Self-Efficacy on Performance

Self-efficacy has a positive and significant effect on performance with a coefficient of 0.424 and a t-statistic of 4.798. Employees with high levels of self-confidence tend to be more confident in facing challenges, more persistent in completing tasks and more capable of achieving work targets.

5. The Influence of Competence on Self-Efficacy

Competence has a positive and significant effect on self-efficacy. These results indicate that the better an employee's knowledge, skills, and abilities, the higher their confidence in their ability to complete their work.

Competence provides the foundation for employees to perform duties in service, supervision, and enforcement of customs and excise laws. Developing competence through training, continuing education, and professional development can strengthen employee confidence.

6. Effect of Workload on Self-Efficacy

Workload has a positive and significant effect on self-efficacy. This finding suggests that a workload that is appropriate to an employee's capacity can lead to successful experiences that boost self-confidence.

Employees who successfully complete job demands will gain experience that they are capable of facing more complex tasks and challenges.

7. The Influence of Leadership Style on Self-Efficacy

Leadership style did not significantly influence self-efficacy. This finding indicates that employee self-confidence is largely shaped by internal factors such as work experience, competence, successful task completion, and professional experience.

Thus, even though leaders can provide support and direction, these factors do not necessarily directly increase employee self-efficacy.

8. The Role of Self-Efficacy in Mediating Competence on Performance

Self-efficacy has been shown to mediate the effect of competence on performance. The indirect effect coefficient is 0.576 with a t-statistic of 7.619 and a p-value of 0.000.

These results show that competence not only directly improves performance, but also increases employee confidence in their own abilities, which then drives improved performance.

9. The Role of Self-Efficacy in Mediating Workload on Performance

Self-efficacy was not proven to mediate the effect of workload on performance. The indirect effect coefficient was 0.352 with a t-statistic of 0.002 and a p-value of 0.999.

This suggests that the workload employees face is not strong enough to foster psychological pathways through self-efficacy, which then impact performance. Employees are thought to be able to adapt to job demands through experience, standard operating procedures (SOPs), and organizational work systems.

10. The Role of Self-Efficacy in Mediating Leadership Style on Performance

Self-efficacy mediates the influence of leadership style on performance. The indirect effect coefficient is 0.056, with a t-statistic of 5.107 and a p-value of 0.000.

These findings indicate that leadership that provides direction, support, motivation and trust can increase employee confidence in their own abilities, which in turn contributes to improved performance.

V. CONCLUSION AND SUGGESTION

5.1 CONCLUSION

Based on the research results, it can be concluded that:

1. Competence has a positive and significant influence on employee performance
2. Workload has no significant effect on employee performance
3. Leadership style has a positive and significant influence on employee performance.
4. Self-efficacy has a positive and significant effect on employee performance
5. Competence has a positive and significant effect on self-efficacy.
6. Workload has a positive and significant effect on self-efficacy.
7. Leadership style has no significant effect on self-efficacy.
8. Self-efficacy is able to mediate the influence of competence on employee performance.
9. Self-efficacy does not fully mediate the influence of workload on employee performance.
10. Self-efficacy is able to mediate the influence of leadership style on employee performance.

5.2. SUGGESTION

Based on the research results, several suggestions that can be given are as follows:

1. **Competency development.** Offices need to maintain and enhance employee training, education, certification, and professional development programs, as competency has been shown to be a critical factor influencing self-efficacy and performance.
2. **Workload management.** Although workload hasn't been shown to directly impact performance, organizations still need to ensure work is distributed proportionally and according to employee capacity.
3. **Improving leadership quality.** Leaders need to maintain a communicative, participatory leadership style, provide clear direction, and provide support to employees, as leadership style has been proven to impact performance.
4. **Strengthening self-efficacy.** Organizations need to provide employees with opportunities to gain successful experiences, training, and assignments that can improve their abilities and self-confidence.
5. **Sustainable human resource development.** Performance improvement strategies should not focus solely on a single factor, but should integrate competency, leadership, workload management, and strengthening employee psychological factors.

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