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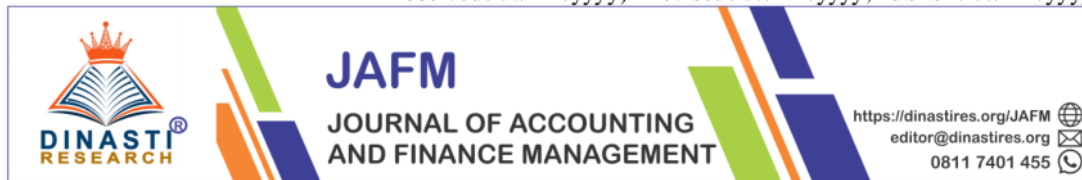
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IMPROVING PERSONNEL PERFORMANCE AT BANDUNG STAFF AND ARMY COMMAND SCHOOL (SESKOAD)

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Abstract: The purpose of this study was to determine and analyze: The Effect of Workload and Work Environment on Personnel Performance at the Army Command and Staff College (SESKOAD) Bandung. The research method used in this research is a descriptive survey and an explanatory survey, the unit of analysis in this study is the personnel at the Army Command and Staff School (SESKOAD) Bandung with a sample of 30 people. The type of investigation is causality, and the time horizon in this study is cross-sectional. Based on the results of the study, it was found that the Workload and Work Environment had an effect on the Performance of Personnel at the Army Staff and Command School (SESKOAD) Bandung simultaneously and partially. However, partially the dominant workload affects the performance of the personnel rather than the work environment. Because the workload is more dominant in influencing performance, it becomes the first priority in improving the performance. Therefore, the Bandung Army Staff and Command School (SESKOAD) is advised to improve working conditions and atmosphere, so that they are able to work more professionally.

Keywords: Workload, Work Environment, Personnel Performance

INTRODUCTION

SESKOAD is the highest educational institution for the Indonesian National Armed Forces (TNI), which organizes the education of prospective TNI staff and leaders as professional, moral and modern guardians of the Unitary State of the Republic of Indonesia who have strategic leadership insight and have a strong commitment to moral integrity as protectors and protectors of the community. In accordance with their duties, functions and roles, the SESKOAD plays a role in preparing high-level, middle-level and first-level TNI officers who have the qualifications of Leaders and Staff in the Operations and Development Sector. Seskoad strives to realize the goal of becoming a Center of Excellence that has advantages over other educational institutions. Organizations in achieving goals are determined by various factors, one of the most decisive factors is the human resource factor. In essence, human resources are the main driver of

organizational dynamics. Organizations are not just a collection of resources but must produce something that increases and develops. Organizational development can occur by combining capital resources, natural resources and human resources, furthermore human resources are objects that can be fostered and trained to their full potential in order to be in accordance with organizational goals. A good, growing and developing organization will focus on human resources in order to carry out its functions optimally, especially in dealing with the dynamics of environmental changes that occur. Thus, technical, theoretical, conceptual, moral skills of organizational/company actors at all levels of work are needed. In addition, the position of human resources at the highest position is useful for encouraging companies to display behavioral norms, values and beliefs as an important means of improving their performance. Every organization requires adequate quality of professionalism to ensure operational readiness and high quality of performance. Organizational professionalism is one of the main priorities of the overall Seskoad development goal. In addition to having quality human resources, an organization must also place personnel according to their abilities and work objectives. This implies that by providing equal opportunities to all personnel to achieve the highest achievement and position based on their talents and abilities will provide optimal results for the progress of the organization. Hamid (2003:4) explains "Professional personnel can be interpreted as a view to always think, work hard, work full time, be disciplined, honest, have high loyalty, and be full of dedication for the success of their work."

SESKOAD has made several efforts to improve performance through planned and objective career development as well as creating a conducive work environment in order to create a working spirit and conducive conditions. The career pattern formed at SESKOAD is by placing the right position and position with the field of duty in accordance with the education and expertise or skills possessed so that they can increase their role in the organization. The achievement of the expectations of the organization is to actively involve every personnel in order to create a sense of responsibility. SESKOAD always provides opportunities for personnel to obtain both formal and non-formal education and even forms of training that will be adapted to the positions and ranks in the work environment in a balanced manner with loyalty, dedication and ability.

Starting from the objective conditions above, SESKOAD tries to manage and improve the quality of human resources as well as possible. The author observes several things that affect in improving performance including work motivation, career development, work environment, level of welfare of members, work discipline, personnel transfer, personnel development and others. This has resulted in the performance of personnel not being as expected as seen from the daily situation where some of the personnel work seriously but some work casually and even go home prematurely. Some of the possible incidents are the unequal distribution of tasks, not in accordance with the job description or unequal mastery of the field of work. In some parts it can be seen that some personnel who have had a long working period in which their mastery of work is high both in the field or in office administration tasks are reluctant to share their knowledge and experience with other personnel, especially new personnel. Furthermore, career development is uneven, even some personnel are placed not according to their expertise and skills, most of the personnel placements are based on operational guidelines only. And the placement of personnel positions also results in an imbalance in the level of welfare that personnel receive. The symptoms mentioned above will result in decreased performance of personnel and fear of lowering their work morale.

Based on field observations, it shows that there is a decrease in the performance of personnel, which is indicated by the career development of personnel who are not working as

regulated by the institution and a work environment that is less supportive of success in carrying out the work. As can be seen from the personnel career development opportunities that are almost not implemented and the comfort of the workplace which is less supportive of the concentration of work of the personnel so that it has a direct effect on the decline in personnel performance.

Then based on the observations of researchers at the SESKOAD, there are other indications that show the low performance of SESKOAD personnel, including: personnel skills in doing work are still lacking, the work displayed is not optimal, the responsibility of personnel to work is still lacking. Limited human resources are one of the causes as well, from the limited human resources, the workload of personnel becomes large, personnel are required to hold concurrent duties and positions.

In addition, personnel having other positions within the organizational structure have a workload borne by a lecturer that is different from the burden borne by other personnel. This causes the responsibility to be accepted to be greater, causing a workload. Likewise with the unequal division of work, causing a workload. This workload includes the workload physically and mentally. According to Irwandy (2007) the notion of workload is the average activity frequency of each job within a certain period of time. As a result of a workload that is too heavy or physical ability that is too weak, sometimes it results in a personnel experiencing interference or obstacles to being able to carry out work in accordance with established procedures. The responsibilities given to personnel are too large which results in increased workloads and affects the performance of personnel so that they are not optimal. Therefore, the problem that occurs is that there is a less harmonious relationship between co-workers which causes the work environment to be less conducive, causing the performance of personnel to decrease. The work environment according to Kussriyanto (2001:2) is one of the factors that affect the performance of a personnel. A personnel who works in a work environment that supports him to work optimally will produce good performance, on the contrary if a personnel works in an inadequate and unsupportive environment to work optimally will make the personnel concerned become lazy, tired quickly so that the performance of the personnel will be low.

LITERATURE REVIEW

This research refers to the statement of Nabawi (2019) that the workload and work environment together affect the performance of employees at the Public Works and Public Housing Office of Aceh Tamiang Regency. Supported by the statement of Lukito and Alriani (2018) that workload has a negative effect on employee performance and the work environment has a positive effect on employee performance at PT Sinarmas Distribution Nusantara Semarang. Furthermore, the statement of Setyawan and Kuswati (2006) states that if the workload continues to increase without an appropriate workload distribution, employee performance will decrease. This is supported by research conducted by Astianto and Suprihadi (2014) and research by Monika (2015) which states that workload has a negative and significant impact on employee performance. This means that the higher the workload, the lower the employee's performance. The same thing was expressed by Susilaningih (2013), a good working environment will make employees feel comfortable at work. The preparation of a good working product system will not be carried out effectively if it is not supported by a satisfactory work environment within the company. This is supported by research conducted by Wibawa and Indrawati (2014) and research by Kurniawan and Ikasari (2013) which states that the work environment has a positive and significant effect on employee performance.

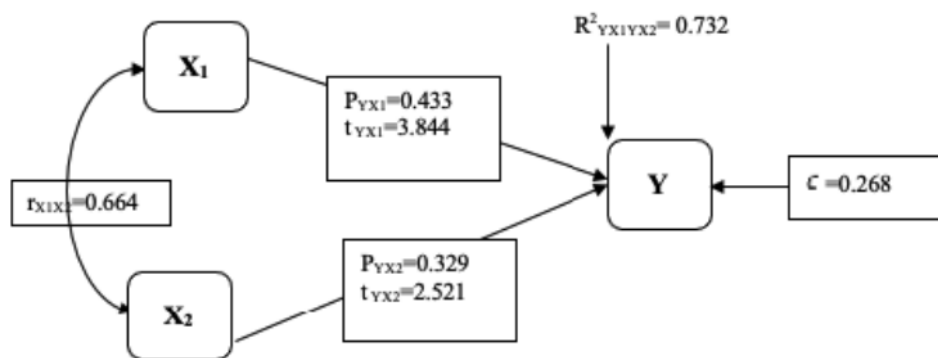
RESEARCH METHOD

The method used in this research is the description survey and explanatory survey methods which are carried out through data collection in the field. The survey method. In the opinion of Nazir (2000), is "an investigation conducted to obtain facts from existing phenomena and seek factual information, whether about social, economic or political institutions of a group or an area". The type of investigation in this study is causality, because it will examine the causal relationship of these variables. The sample in this study were 30 SESKOAD Bandung personnel who filled out the questionnaire and processed using a path analysis approach.

FINDINGS AND DISCUSSION

Findings

The result of the study indicate that the workload and work environment affect the performance of personnel, as can be seen from the diagram below:



Picture 1. Path Analysis Calculation Results

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Based on the results of the above calculations, it can be seen that

1. For the first hypothesis, t_{count} greater than t_{table} ($3.884 > 1.68$), which means that workload has a negative effect on personnel performance
2. And for the second hypothesis, t_{count} greater than t_{table} ($2.521 > 1.68$), which means the work environment has a positive effect on personnel performance

Then for the simultaneous effect, it can be seen that the workload and work environment affect the performance of personnel together by 73.2% of which 48.42% is dominated by the effect of workload on employee performance, and 24.78% the effect of the work environment on employee performance.

Discussion

The results of the above study indicate that

1. The workload has an inversely proportional impact on the performance of personnel, which means that the higher the workload felt by the personnel, the lower the performance of the personnel. This can be seen from the results of variable descriptions which show that indicators of being motivated in completing work, confidence in completing work and division of tasks according to authority are still having problems.

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2. The work environment has a direct proportional impact on the performance of personnel, which means that the better the work environment perceived by the personnel, the higher the performance of the personnel.

CONCLUSION

5 Referring to the results of the study, it can be concluded that the workload and work environment affect the performance of personnel.

Recommendations for this research, because workload has a dominant impact on employee performance, SESKOAD is expected to provide a lot of fresh air for personnel to be more motivated, confident and feel fair on the tasks assigned. Because the higher the perceived workload, the performance of personnel will continue to decline

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