



The Influence Of Human Resource Development, Competence And Leadership On Employee Performance With Workload As An Intervening Variable In The Medan Religious Court

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ABSTRACT

This study aims to analyze the influence of Human Resource development, competence, and leadership on employee performance with workload as an intervening variable in the Medan Religious Court. This study uses a quantitative approach with data collection techniques through the distribution of questionnaires to all 60 employees, so that the sampling technique used is a saturated sample. The data analysis method used is Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS 3.0 software. The results showed that workload had a positive and significant effect on employee performance with a coefficient of 0.414, t-statistic of 3.854, and p-value of 0.000. Leadership had a positive and significant effect on employee performance with a coefficient of 0.306, t-statistic of 2.325, and p-value of 0.020, but had no significant effect on workload with a coefficient of 0.304, t-statistic of 1.853, and p-value of 0.064. Competency had a positive and significant effect on workload with a coefficient of 0.870, t-statistic of 6.233, and p-value of 0.000, and had a positive and significant effect on employee performance with a coefficient of 0.301, t-statistic of 2.188, and p-value of 0.029. Human resource development has a positive and significant effect on workload with a coefficient of 0.303, t-statistics of 2.502, and p-value of 0.013, and has a positive effect on employee performance with a coefficient of 0.142 and p-value of 0.047. In the indirect influence, the workload was unable to mediate the influence of leadership on employee performance with a coefficient of 0.126, t-statistic of 1.498, and p-value of 0.135. On the other hand, workload was able to mediate the influence of competency on employee

performance with a coefficient of 0.360, t-statistic of 3.325, and p-value of 0.001, and was able to mediate the influence of human resource development on employee performance with a coefficient of 0.225, t-statistic of 1.989, and p-value of 0.049. Thus, it can be concluded that competence is the most dominant variable affecting workload, while workload is the most dominant variable affecting employee performance.

INTRODUCTION

Human Resource Development (HR) is a critical aspect that plays a central role in the success of an organization. As one of the main keys in organizational development, human resources are a strong driver in achieving the goals that have been set. Human resources are the main factor in determining the success of an organization, including government agencies such as the Medan Religious Court. The success of an organization in achieving its goals is largely determined by the quality and performance of its employees. According to Mangkunegara (2017), employee performance is the result of work in terms of quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given. Therefore, improving employee performance is an important aspect in supporting the creation of effective, professional, and accountable public services.

One of the factors that affect employee performance is the development of human resources (HR). Human Resource Development is a planned effort to improve the technical, conceptual, and moral abilities of employees through education and training (Hasibuan, 2017). Continuous development allows employees to have better competence in carrying out their duties. Mangkunegara (2017) also stated that effective training and development can increase employee productivity and work quality.

In addition to human resource development, competence is an important factor in determining the level of employee performance. Spencer and Spencer (1993) define competence as a basic characteristic possessed by individuals that are causally related to effective or superior performance in a job. Competencies include knowledge, skills, attitudes, motives, and self-concepts that affect a person's work behavior. Wibowo (2016) emphasized that employees who have high competence will be better able to complete tasks professionally and achieve the work standards that have been set by the organization.

Another factor that affects employee performance is leadership. Leadership is a person's ability to influence and direct subordinates in achieving organizational goals (Rivai, 2014). Kartono (2016) stated that effective leadership can create a conducive work atmosphere, increase motivation, and encourage employees to work optimally. Thus, leadership quality has a strategic role in improving employee performance.

On the other hand, in carrying out their duties, employees also face various workloads. Workload is a number of tasks that must be completed in a certain time according to the work standards that have been set (Koesomowidjojo, 2017). A workload that is too high can cause work stress and decrease productivity, while a balanced workload can increase the effectiveness of employee performance. Therefore, in this study, workload is positioned as an intervening variable that can strengthen or weaken the influence of Human Resources development, competence, and leadership on employee performance.

The Medan Religious Court as a judicial institution that handles cases in the field of Islamic family law has a great responsibility in providing legal services to the community. The high number of cases that come in every year requires employees to work professionally, quickly, and accurately. This condition shows the importance of human resource development, adequate competence, effective leadership, and proper workload management in improving employee performance. This indicates that the Human Resources development program is not completely evenly distributed for all employees. Limited access to training and development can

affect employee competency improvement which ultimately impacts performance. Based on these two data, it can be concluded that the Medan Religious Court faces challenges in managing workload and equitable distribution of Human Resources development programs. This condition is an important basis for further research on how the development of Human Resources, competencies, and leadership affects employee performance with workload as an intervening variable.

LITERATURE REVIEW

Employee Performance (Y)

The definition of performance according to, (Mangkunegara 2017), the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given. Fahmi (2019:2) states that performance is the results achieved by organizations, both profit-oriented and non-profit-oriented, over a certain period of time. Meanwhile, according to King quoted by Uno and Lamatenggo (2019:61), performance is a person's activity in carrying out the main tasks that have been given to him. Performance is a parameter that measures the extent to which an organization achieves the desired results.

Human Resources Development (X1)

Human Resources (HR) Development is a planned effort made by organizations to improve the abilities, skills, knowledge, and attitudes of employees to support the achievement of organizational goals. According to Hasibuan (2019), Human Resources development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with job needs through education and training. Meanwhile, according to Mangkunegara (2020), Human Resources development is the process of improving the quality of employees through training and education that is oriented towards improving work performance and productivity.

Competence (X2)

Competence is a basic characteristic that a person has related to the ability to carry out a job effectively. Competence reflects the combination of knowledge, skills, abilities, and attitudes required to achieve optimal performance. According to Spencer and Spencer (1993), competence is a basic characteristic of an individual that is causally related to effective and/or superior performance in a particular job or situation. Wibowo (2016) stated that competence is the ability to carry out or do a job based on work skills and knowledge supported by the work attitude demanded by the job.

Leadership (X3)

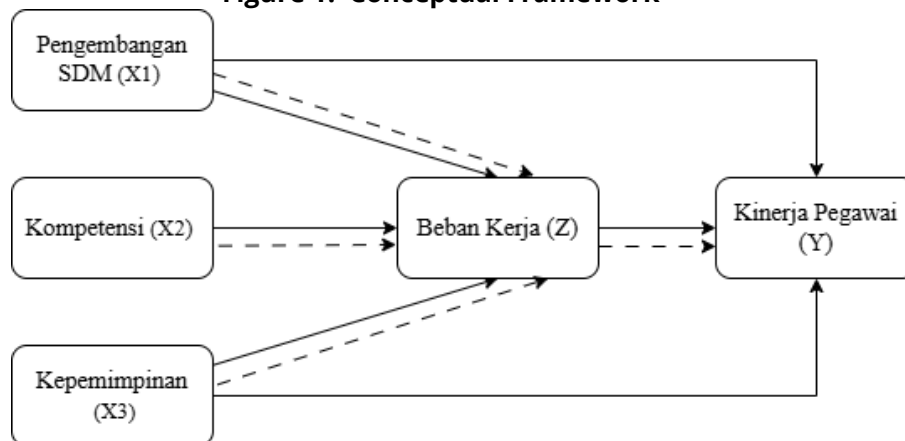
According to (Rivai, 2018). Leadership is the ability to inspire and motivate a group/employee to achieve goals. This definition emphasizes that the essence of leadership is the process of influencing others to be willing to work in a directional way to achieve a common goal. Hasibuan (2019) stated that leadership is a way for a leader to influence the behavior of subordinates to be willing to cooperate and work productively to achieve organizational goals.

Workload (Z)

According to Munandar (2016), it is stated that workload is tasks given to the workforce to be completed at a certain time by using the skills and potential possessed by the workforce. This understanding shows that workload is closely related to an individual's capacity to complete work. Meanwhile, Koesomowidjojo (2017) defines workload as any form of work given to employees to be completed within a certain period of time according to the employee's capacity and ability.

Conceptual Framework

Figure 1. Conceptual Framework



METHOD

This study uses a quantitative method. According to Sugiyono (2019), quantitative research is a method used to research a specific population or sample by collecting data using research instruments and statistical data analysis to test hypotheses. In this study, a quantitative method was used to analyze the influence of Human Resources (HR), Competence, and Leadership Development on Employee Performance with Workload as an intervening variable in the Medan Religious Court.

This research was carried out at the Medan Religious Court which is located at Jl. Sisingamangaraja Km. 8,8 No. 198, Timbang Deli Village, Medan Amplas District, Medan City, North Sumatra 20148. The research period lasted for 2 (two) months, namely from February 2026 to March 2026.

The population in this study is all employees of the Medan Religious Court which totals 60 people. Because the population is relatively small, the entire population is used as a research sample with a total sampling technique. Thus, the number of samples in this study is 60 people.

The data analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of the SmartPLS 3.0 application. The analysis was carried out through testing the outer model and the inner model. Outer models are used to test validity and reliability. The validity test is seen from the loading factor value ≥ 0.70 , while the reliability test is seen from the value of Cronbach's Alpha and Composite Reliability ≥ 0.60 . Furthermore, the inner model is used to test the R^2 value and research hypothesis through bootstrapping. The hypothesis is stated to be significant if the t-statistical value ≥ 1.96 and the p-value ≤ 0.05 .

RESULTS AND DISCUSSION

This research was carried out at the Medan Religious Court Class IA, which is a judicial institution under the Religious Court and the Supreme Court of the Republic of Indonesia. The Medan Religious Court has the task of examining, deciding, and resolving cases for the Islamic community, such as cases of marriage, inheritance, will, grants, waqf, zakat, infaq, alms, and sharia economics. The Medan Religious Court is located at Jalan Sisingamangaraja Km. 8,8 No. 198, Timbang Deli Village, Medan Amplas District, Medan City, North Sumatra. The location is quite strategic and easy to reach, so as to support the smooth service to the community. As a public service institution, the Medan Religious Court plays an important role in providing professional, transparent, and accountable judicial services. Therefore, this agency is the right location to research human resource development, competence, leadership, workload, and

employee performance, because these factors are closely related to the quality of service and organizational performance.

Respondent Characteristics

This section describes the results of research and data analysis obtained through the distribution of questionnaires to respondents. The collected data is analyzed to answer research problems and test the hypotheses that have been formulated in the previous chapter. The population in this study is all employees at the Medan Religious Court who are the subject of the research. The number of respondents in this study was 60 people. The entire population was used as respondents in this study and became the basis for the process of disseminating and processing questionnaires.

Respondent Gender

Most of the respondents were female, namely 31 people (51.7%), while male respondents amounted to 29 people (48.3%). This shows that the employees at the Medan Religious Court are dominated by women. The composition describes the structure of human resources in the agency, where there are more female employees than male employees.

Respondent Age

The majority of respondents were in the age range of 31-40 years, which was 17 people (28.3%). The age group of 51-60 years amounted to 15 people (25.0%), the age of 21-30 years amounted to 11 people (18.3%), the age of 41-50 years amounted to 10 people (17.0%), while the respondents aged 61-70 years amounted to 7 people (11.7%). This data shows that most of the employees are of productive age who can support the optimal implementation of duties and responsibilities in the Medan Religious Court.

Respondent Education

Most of the respondents had the last education of Bachelor of S1 (35 people (58.3%), S2 as many as 11 people (18.3%), high school/equivalent as many as 6 people (10.0%). Meanwhile, respondents with Diploma (D3) education amounted to 7 people (11.7%), and 1 employee with the last education of S2 (1.7%). This composition shows that employees at the Medan Religious Court have diverse educational backgrounds, which can support the implementation of duties both in the administrative and technical operational fields.

Respondent's Length of Employment

The majority of respondents had a working period of 0-5 years, which was 27 people (45.0%). Respondents with a working period of 6-10 years amounted to 4 people (6.7%), while those with a working period of more than 10 years were 29 people (48.3%). This shows that the composition of employees at the Medan Religious Court is quite diverse, with a mix of relatively new employees and employees who have had longer work experience.

Evaluation Of Measurement Models (Outer Model)

Model evaluation is carried out to assess the feasibility of the research model through testing the outer model and inner model. The results of the evaluation were obtained from the PLS Algorithm report using SmartPLS software. The initial stage of data processing.

Convergent Validity

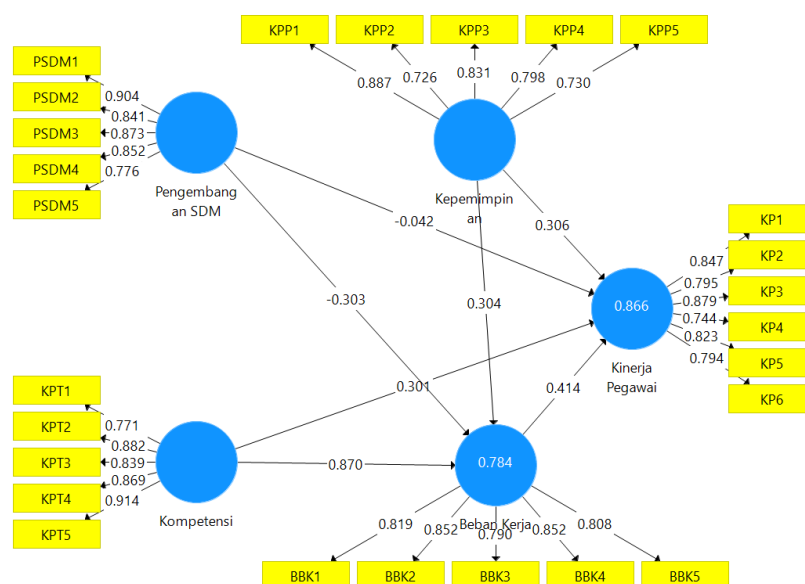
The *convergent validity* test was carried out by looking at the loading factor value of each indicator against the latent construct it measured. An indicator is declared valid if it has a *loading factor value of* > 0.70 . Based on the results of data processing, convergent validity testing on the variables of Human Resource Development (HR), Competence, Leadership, Workload, and

Employee Performance showed that most indicators had a loading factor value above 0.70, so that they could be declared valid. The processing results showed that all indicators had a loading factor value above 0.70. Thus, it can be concluded that all indicators in the variables of Human Resource Development (HR), Competence, Leadership, Workload, and Employee Performance have met the *convergent validity* criteria and are suitable for use in the next analysis.

Path Coefficient

Testing After conducting model evaluation and it is obtained that each construct has met the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the next is the evaluation of the structural model which includes testing the compatibility of the model, Path Coefficient, and R^2 . The test is used to find out if a model has a match with the data, here is a figure of 1 Path Coefficient:

Figure 1. Path Coefficient



Based on Figure 2 which is the result of eliminating some invalid statements, the results of the path coefficient analysis between latent variables in the structural model. The following is the path coefficient table and the following is the Path Coefficient table:

Table 1. Path Coefficient

Leave variable	Workload	Employee Performance
Workload		0,414
Leadership	0,304	0,306
Competencies	0,870	0,301
Human resource development	0,303	0,042

Based on Table 1, *Path Coefficient* shows that Competency Information is the most dominant factor affecting Workload with a coefficient value of 0.870. Furthermore, Leadership and Human Resource Development also had a positive effect on Workload, by 0.304 and 0.303, respectively. Regarding Employee Performance, the variable that has the greatest direct

influence is Workload with a coefficient value of 0.414. In addition, Leadership and Competence also have a positive influence on Employee Performance, 0.306 and 0.301, respectively. Meanwhile, Human Resources (HR) Development has the least positive influence on Employee Performance, which is 0.042. Thus, it can be concluded that Competency is the most dominant variable in influencing Workload, while Workload is the most dominant variable in influencing Employee Performance.

Construct Validity And Reliability

After testing the validity of the construct, the next test is the construct reliability test measured by Composite Reliability (CR) of the indicator block that measures the construct (CR) used to display good reliability. A construct is declared reliable if the value Composite reliability > 0.6. According to (Hair et al., 2016), the composite reliability coefficient must be greater than 0.7 even though a value of 0.6 is still acceptable. In the internal consistency test, it is not absolute to be carried out if the validity of the construct has been met, because a valid construct is a reliable one, on the other hand, a reliable construct is not necessarily valid (Cooper & Schindler, 2014; Sugiyono, 2019).

Table 2. Construct Validity and Reliability

Leave variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Workload	0,882	0,884	0,914	0,680
Leadership	0,854	0,859	0,896	0,635
Employee Performance	0,898	0,901	0,922	0,664
Competencies	0,909	0,918	0,932	0,733
Human Resource Development	0,904	0,918	0,929	0,723

Based on Table 2, the results of the composite reliability test on each latent variable showed values above 0.70, namely Workload of 0.914, Leadership of 0.896, Employee Performance of 0.922, Competency of 0.932, and Human Resource Development of 0.929. This shows that all variables in this study are declared reliable. In addition, Cronbach's Alpha and rho_A values for each variable were also above 0.70, further corroborating that the entire construct has a good level of internal consistency. Furthermore, the *Average Variance Extracted (AVE)* value in all variables is also above the minimum limit of 0.50, namely Workload of 0.680, Leadership of 0.635, Employee Performance of 0.664, Competency of 0.733, and Human Resources Development of 0.723. Thus, all variables are declared to have met the convergent validity. Based on the AVE value, the variable that has the highest AVE value is Competence, which is 0.733, which shows that the variable has the best ability to explain the variance of its constituent indicators.

R Square

Inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables based on substantive theory. Models *Structural* in evaluation by using R-square for dependent constructs. The R² value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence (Ghozali, 2018). The R² results are 0.877 and 0.876, indicating that the model is "good", "moderate".

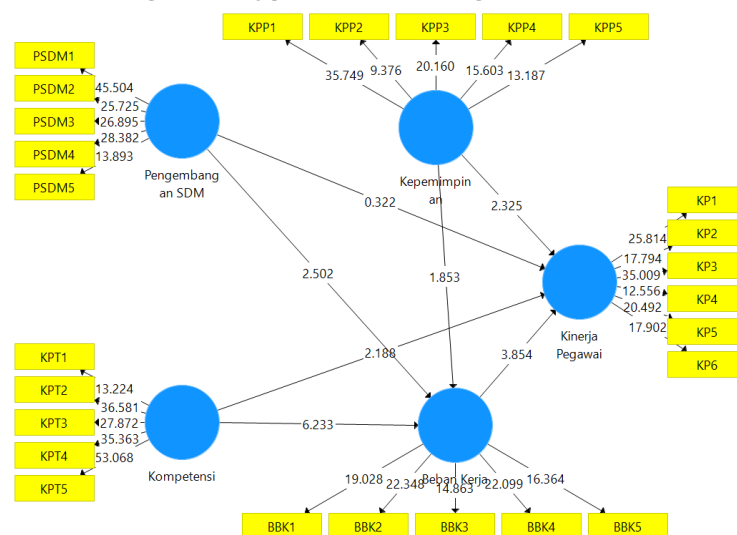
Table 3. R Square

Leave variable	R Square	Adjusted R Square
Workload	0,784	0,773
Employee Performance	0,866	0,857

Based on Table 3, the R Square value for the Workload variable is 0.784 and the Adjusted R Square is 0.773. This shows that 78.4% of the variation in Workload can be explained by the variables of Human Resource Development, Competence, and Leadership, while the remaining 21.6% is influenced by other factors outside the research model. Furthermore, the R Square value for the Employee Performance variable is 0.866 and the Adjusted R Square is 0.857. This shows that 86.6% of the variation in Employee Performance can be explained by the variables of Human Resource Development, Competence, Leadership, and Workload as intervening variables, while the remaining 13.4% can be explained by other factors outside the research model. The *R Square* assessment criteria, the value is included in the strong category, so it can be concluded that the research model has a good ability to explain the influence of Human Resource Development, Competence, and Leadership on Employee Performance with Workload as an intervening variable in the Medan Religious Court.

Hypothesis Test

Hypothesis testing is carried out based on the results of the Inner Model test (structural model) which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among other things, by paying attention to the significance values between contracts, t-statistics, and p-values. The hypothesis test of this research was carried out with the help of SmartPLS 3.0 software. This value can be seen from the results of bootstrapping. *The rules of thumb* used in this study were t-statistics >1.96 with a significance level of p-value of 0.05 (5%) and a beta coefficient of positive value. Here's picture 2. Hypothesis Testing:

Figure 2 Hypothesis Testing Results

From figure 2, it can be seen that to find out the structural relationship between latent variables, a hypothesis test must be carried out on the path coefficient between variables by comparing the p-value number with alpha (0.005) or t-statistic of (>1.96). The magnitude of the P-value and *also the t-statistic are obtained* from the output on *SmartPLS* using the *bootstrapping method* following a table of direct influences.

Table 4. Direct influence

Leave variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Workload -> Employee Performance	0,414	0,420	0,107	3,854	0,000
Leadership -> Workload	0,304	0,309	0,164	1,853	0,064
Leadership -> Employee Performance	0,306	0,298	0,132	2,325	0,020
Workload > Competencies	0,870	0,867	0,140	6,233	0,000
Competencies -> Employee Performance	0,301	0,286	0,137	2,188	0,029
Human Resource Development -> Workload	0,303	0,301	0,121	2,502	0,013
Human Resources Development -> Employee Performance	0,142	0,224	0,130	0,322	0,047

The following is an explanation of the results of the calculation of table 4 Direct influence:

- 1) The first hypothesis (H1) shows that Workload has a positive and significant effect on Employee Performance with a p-value of 0.000 and a t-statistic of 3.854, so H1 is accepted. The value of the path coefficient of 0.414 shows that the better the workload management, the employee performance will also increase significantly.
- 2) The second hypothesis (H2) shows that Leadership has no significant effect on the Workload with a p-value of 0.064 and a t-statistic of 1.853, so H2 is rejected. Although the path coefficient value of 0.304 indicates a positive influence direction, the influence is not statistically strong enough. This means that the Leadership has not been able to explain the change in Workload significantly.
- 3) The third hypothesis (H3) shows that Leadership has a positive and significant effect on Employee Performance with a p-value of 0.020 and a t-statistic of 2.325, so H3 is accepted. The coefficient value of 0.306 shows that the better the Leadership, the more Employee Performance will increase.
- 4) The fourth hypothesis (H4) shows that Competency has a positive and significant effect on the workload with a p-value of 0.000 and a t-statistic of 6.233, so that H4 is accepted. The coefficient value of 0.870 shows that Competency has a very strong influence on the Workload.
- 5) The fifth hypothesis (H5) shows that competence has a positive and significant effect on Employee Performance with a p-value of 0.029 and a t-statistic of 2.188, so that H5 is accepted. The coefficient value of 0.301 indicates that the increase in Competency will be followed by the increase in Employee Performance.
- 6) The sixth hypothesis (H6) shows that Human Resource Development has a positive and significant effect on the Workload with a p-value of 0.013 and a t-statistic of 2.502, so H6 is accepted. The coefficient value of 0.303 shows that Human Resource Development has a positive contribution in influencing the Workload.
- 7) The seventh hypothesis (H7) shows that Human Resources Development has a positive and significant effect on Employee Performance with a p-value of 0.047 and a t-statistic of 1.982. In general, the relationship is stated to be significant when the t-statistic > 1.96 and the p-value < 0.05. Because in the table the p-value is 0.047 but the t-statistic is 0.322, showing that

Human Resources Development has a positive contribution in influencing Employee Performance.

And to find out the structural relationship between latent variables, a hypothesis test has been carried out on the path coefficient between variables using the bootstrapping method following the indirect influence table:

Table 5. Indirect influence

Leave variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Workload -> Employee Performance	0,126	0,133	0,084	1,498	0,135
Competencies -> Workload -> Employee Performance	0,360	0,363	0,108	3,325	0,001
Human Resources Development -> Workload -> Employee Performance	0,225	0,228	0,266	1,989	0,049

The following is an explanation of the results of table 5 are:

- 8) The eighth hypothesis (H8) shows that Leadership has an indirect effect on Employee Performance through Workload, with a p-value of 0.135 and a t-statistic of 1.498. Since the t-value is smaller than 1.96 and the p-value is greater than 0.05, the H8 hypothesis is rejected. This means that the Workload is not able to significantly mediate the influence of Leadership on Employee Performance. Thus, the influence of Leadership on Employee Performance does not occur through Workload, but is more dominant through direct influence.
- 9) The ninth hypothesis (H9) shows that Competency has an indirect effect on Employee Performance through Workload, with a p-value of 0.001 and a t-statistic of 3.325, and a path coefficient of 0.360. Since the t-value is greater than 1.96 and the p-value is less than 0.05, the H9 hypothesis is accepted. These results show that Workload is significantly able to mediate the influence of Competence on Employee Performance. This means that the higher the employee competence, the better the workload management, which in turn has an impact on improving employee performance.
- 10) The tenth hypothesis (H10) shows that Human Resource Development has an indirect effect on Employee Performance through Workload, with a p-value of 0.049 and t-statistic of 1.989, and a path coefficient of 0.225. Since the t-value is greater than 1.96 and the p-value is less than 0.05, the H10 hypothesis is accepted. These results show that Workload significantly mediates the influence of Human Resource Development on Employee Performance. This means that good Human Resource Development can improve Employee Performance through the role of Workload as an intervening variable.

Overall, the results of the indirect influence test showed that Workload was able to mediate the relationship between Competency and Human Resource Development to Employee Performance, but was not able to mediate the relationship between Leadership and Employee Performance.

DISCUSSION

The results of the study show that workload has a positive and significant effect on employee performance. This means that a workload that can be managed properly can encourage employees to work more optimally. Furthermore, leadership does not have a significant effect on workload, but has a positive and significant effect on employee

performance. This shows that leaders play a greater role in improving employee work results directly through direction, motivation, and supervision, rather than in determining the workload. Competence has a positive and significant effect on employee workload and performance. This means that employees who have good knowledge, skills, and work abilities will be better able to complete tasks and produce higher performance.

Human Resource Development also has a positive effect on the workload and performance of employees. This shows that education, training, coaching, and career development opportunities can help employees improve their employability. In the indirect influence, workload is able to mediate the influence of competence and human resource development on employee performance, but is unable to mediate the influence of leadership on employee performance.

Overall, the results of this study show that competence is the most powerful factor influencing employee performance. Therefore, improving the performance of employees at the Medan Religious Court needs to be supported through improving competence, developing Human Resources, good leadership, and managing the workload appropriately.

Research Implications

The implications of this study show that the performance of employees in the Medan Religious Court can be improved through improving competence, developing Human Resources, good leadership, and proper workload management. Practically, agencies need to provide continuous training and coaching to employees, strengthen work competencies according to duties and responsibilities, and implement leadership that is able to provide direction, motivation, and supervision effectively. In addition, the distribution of workload also needs to be done proportionally so that employees can work optimally. Thus, the results of this research can be an input for the Medan Religious Court in developing personnel policies to improve employee performance and the quality of service to the community.

CONCLUSION

Based on the results of the study, it is known that Workload has a positive and significant effect on Employee Performance with a path coefficient value of 0.414, a t-statistical value of 3.854, and a p-value of 0.000. This shows that the better the workload management, the better the employee performance. Leadership has also been proven to have a positive and significant effect on Employee Performance with a coefficient of 0.306, t-statistic of 2.325, and p-value of 0.020. However, Leadership has no significant effect on Workload as it only has a coefficient of 0.304, with a t-statistic of 1.853 and a p-value of 0.064.

Competency has a positive and significant effect on the workload with a coefficient value of 0.870, t-statistic of 6.233, and p-value of 0.000. These results show that competence is the most dominant variable in influencing workload. In addition, Competency also has a positive and significant effect on Employee Performance with a coefficient of 0.301, t-statistic of 2.188, and p-value of 0.029. Meanwhile, Human Resource Development has a positive and significant effect on Workload with a coefficient of 0.303, t-statistic of 2.502, and p-value of 0.013. For the relationship between Human Resource Development and Employee Performance, the path coefficient is 0.142 with a p-value of 0.047. In the data you entered, there was a discrepancy in the t-statistical value, but in the description of the results it was stated that the t-statistical value was 1.982, so this relationship was interpreted as having a positive and significant effect on Employee Performance.

In indirect influence, Leadership does not have a significant effect on Employee Performance through Workload with a coefficient of 0.126, t-statistic of 1.498, and p-value of 0.135. On the other hand, competence has a significant indirect effect on Employee Performance through Workload with a coefficient of 0.360, t-statistic of 3.325, and p-value of 0.001. In

addition, Human Resource Development also has a significant indirect effect on Employee Performance through Workload with a coefficient of 0.225, t-statistic of 1.989, and p-value of 0.049. These results show that Workload is able to mediate the influence of Competency and Human Resource Development on Employee Performance, but is unable to mediate the influence of Leadership on Employee Performance.

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