



# Analysis Of Job Grading And Workload On Work Performance With Competency As A Mediating Variable Among Executive Employees At The Regional Office Ptpn Iv Regional Ii Medan

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## ABSTRAK

Di era globalisasi dan persaingan bisnis yang semakin ketat, perusahaan dituntut untuk mengoptimalkan kinerja karyawan sebagai sumber daya strategis dalam mencapai tujuan organisasi. Kinerja kerja dipengaruhi oleh berbagai faktor manajemen sumber daya manusia, termasuk job grading, beban kerja, dan kompetensi. Penelitian ini bertujuan untuk menganalisis pengaruh job grading dan beban kerja terhadap kinerja kerja dengan kompetensi sebagai variabel mediasi di kalangan pegawai manajerial di Kantor Wilayah PTPN IV Regional II Medan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus pada 123 karyawan manajerial. Data primer dikumpulkan melalui kuesioner dan dianalisis menggunakan metode Partial Least Square–Structural Equation Modeling (PLS-SEM) dengan bantuan SmartPLS. Hasil penelitian menunjukkan bahwa job grading memiliki pengaruh positif dan signifikan terhadap kinerja kerja namun tidak berpengaruh signifikan terhadap kompetensi. Beban kerja memiliki efek negatif dan signifikan terhadap kinerja dan kompetensi kerja. Kompetensi ditemukan memiliki pengaruh positif dan signifikan terhadap kinerja kerja. Pengujian efek mediasi menunjukkan bahwa kompetensi tidak memediasi pengaruh penilaian pekerjaan terhadap kinerja kerja, tetapi mampu memediasi efek beban kerja terhadap kinerja kerja secara signifikan. Temuan ini menunjukkan bahwa manajemen beban kerja yang seimbang dan peningkatan kompetensi karyawan manajerial merupakan faktor kunci dalam meningkatkan kinerja kerja. Penelitian ini diharapkan dapat memberikan kontribusi praktis bagi pengelolaan PTPN IV Regional II Medan dalam merumuskan kebijakan pengembangan sumber daya manusia yang lebih efektif dan berbasis bukti.

## ABSTRACT

In an era of globalization and increasingly fierce business competition, companies are required to optimize employee performance as a strategic resource in achieving organizational goals. Work performance is influenced by various human resource management factors, including job grading, workload, and competence. This study aims to analyze the effect of job grading and workload on work performance with competency as a mediating variable among managerial employees at the Regional Office of PTPN IV Regional II Medan. This study uses a quantitative approach with a census method on 123 managerial employees. Primary data were collected through questionnaires and analyzed using the Partial Least Square–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS. The results showed that job grading had a positive and significant effect on work performance but did not have a significant effect on competency. Workload had a negative and significant effect on work performance and competency. Competence was found to have a positive and significant effect on work performance. Mediation effect testing showed that competence did not mediate the effect of job grading on work performance, but it was able to significantly mediate the effect of workload on work performance. These findings indicate that balanced workload management and increased competence of managerial employees are key factors in improving work performance. This study is expected to provide practical contributions to the management of PTPN IV Regional II Medan in formulating more effective and evidence-based human resource development policies.

## INTRODUCTION

In an era of globalization and increasingly fierce business competition, companies are required to maximize employee performance as a strategic resource to achieve organizational goals. Work performance is the tangible result of task execution that reflects an individual's ability, skills, and productivity in meeting organizational standards (Anwar, Widyaningrum & Haryono, 2024). Within the framework of human resource management, job grading plays an important role in determining the job structure and establishing clear job criteria, thereby assisting organizations in developing appropriate hierarchies, responsibilities, and compensation for each position. An effective grading structure contributes to role clarity and minimizes job ambiguity that can impact individual performance. Meanwhile, workload is a factor that reflects the number and complexity of tasks assigned to employees; an unbalanced workload has the potential to cause psychological stress that negatively impacts productivity and work performance (Sari, Astika & Trisna, 2024). Recent research by Anwar and colleagues (2024) shows that competence and workload simultaneously affect work performance significantly, indicating

that increasing competence can strengthen the relationship between workload and work performance through cognitive and work behavior mediation mechanisms.

Furthermore, empirical studies also confirm the role of employee competence—which includes knowledge, skills, and adaptability—as an important variable that influences performance and can act as a mediating variable in the relationship between workload and work performance. Research by Friadi, Satriawan & Dewi (2025) found that competency positively and significantly affects work performance when placed in a model involving work motivation as a mediating variable, signaling the importance of competency in improving HR effectiveness. Similar findings were also reported in several studies showing that the combination of workload and competency has an impact on performance through mediating pathways such as organizational commitment or job satisfaction, reinforcing the evidence that competency not only has a direct impact but also strengthens the causal relationship between key variables in the performance management model (Nafiudin et al., 2025; Juliana, 2023). This condition highlights the need for a comprehensive empirical understanding of how job grading and workload impact work performance through employee competency in the PTPN IV Regional II Medan environment, in order to provide a basis for evidence-based managerial recommendations to improve overall organizational performance.

## LITERATURE REVIEW

### Work Performance

According to Mangkunegara (2021), work performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Work performance reflects the level of success of employees in completing the work assigned to them, which is measured based on the quality of work output, quantity of work output, timeliness, and conformity with the standards set by the organization.

### Competency

Sutrisno (2020) defines competency as the abilities and characteristics of an individual that are used to perform work or tasks in a particular field.

### Workload

According to Tarwaka (2020), workload is the number of activities or job demands that must be completed by workers within a certain period of time, both physical and mental, in accordance with their work capacity.

### Job Grading

According to Milkovich & Newman (2022), job grading is a systematic process of grouping and classifying positions into specific levels or classes based on the relative value of the job, which is determined by factors such as responsibility, skills, effort, and working conditions, in order to support internal fairness in human resource management and compensation systems. Job grading is used to ensure that each position is fairly placed within the organizational structure, so that employees clearly understand their position, responsibilities, and the hierarchical relationship between positions.

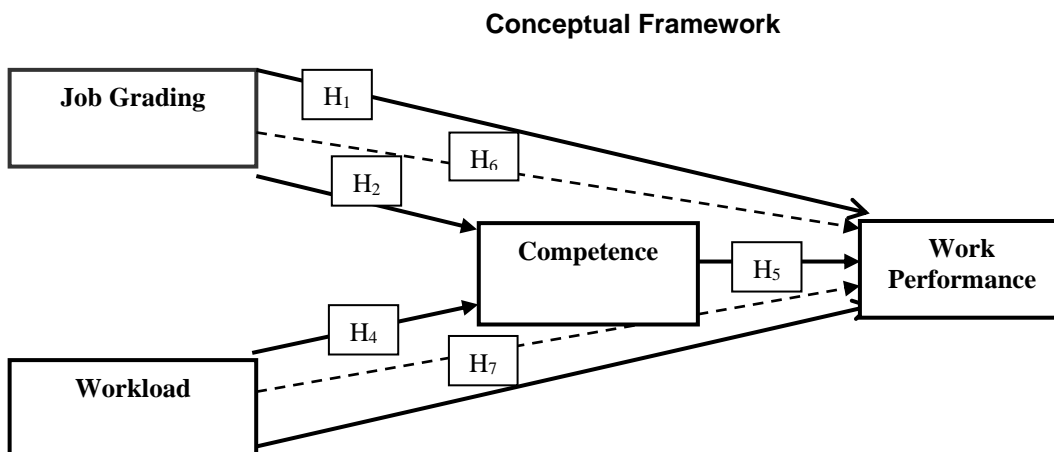


Figure 1. Conceptual Framework



**Research Hypothesis**

1. H<sub>1</sub>: Job grading has a positive and significant effect on the work performance of PTPN IV Regional II Medan office managers.
2. H<sub>2</sub>: Job grading has a positive and significant effect on the competence of managerial employees at the Regional Office of PTPN IV Regional II Medan.
3. H<sub>3</sub>: Workload has a negative and significant effect on job performance among managerial staff at the Regional Office of PTPN IV Regional II Medan.
4. H<sub>4</sub>: Workload has a negative and significant effect on the competence of managerial staff at the Regional Office of PTPN IV Regional II Medan.
5. H<sub>5</sub> : Competence has a positive and significant effect on the work performance of managerial staff at the Regional Office of PTPN IV Regional II Medan.
6. H<sub>6</sub>: Job grading has a positive and significant effect on work performance through competency among managerial staff at the Regional Office of PTPN IV Regional II Medan.
7. H<sub>7</sub>: Workload has a negative and significant effect on work performance through competency among managerial staff at the Regional Office of PTPN IV Regional II Medan.

**RESEARCH METHOD**

**Type of Research**

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing job grading and workload on work performance with competence as a mediating variable in PTPN IV Regional II Medan Regional Office Management Employees.

**RESULTS AND DISCUSSION**

**Validity Test**

**Table 1. Outer Loadings Values**

	Competence	Work Performance	Job Grading	Workload
1.1			0.808	
1.2			0.825	
1.3			0.894	
1.4			0.808	
1.5			0.823	
2.1				0.870
2.2				0.830
2.3				0.914
2.4				0.898
2.5				0.847
.1		0.752		
.2		0.902		
.3		0.791		
		0.805		

	Competence	Work Performance	Job Grading	Workload
.4				
.5		0.856		
.6		0.866		
.1	0.832			
.2	0.713			
.3	0.811			
.4	0.824			
.5	0.891			
.6	0.763			

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value  $\geq 0.70$ . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

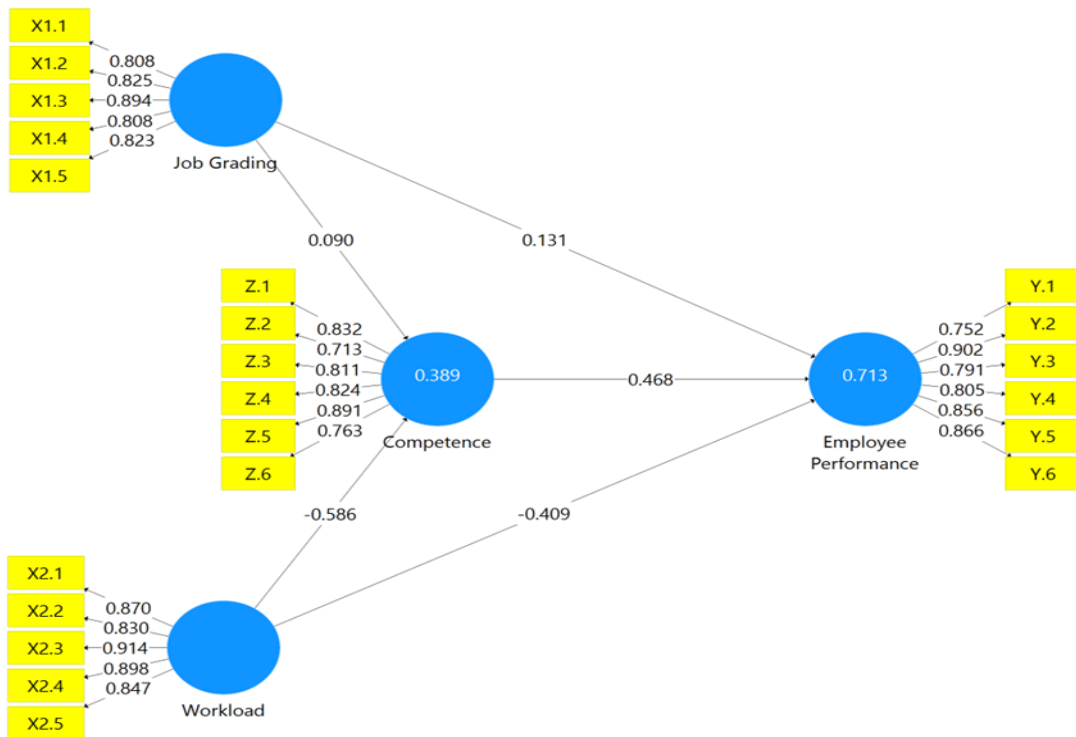


Figure 2 Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.090 X_1 - 0.586 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.131 X_1 - 0.409 X_2 + 0.468 Z + e_2$$



**Reliability Test**

**Table 2. Construct Reliability and Validity Test**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competence	0.892	0.908	0.918	0.652
Work Performance	0.909	0.916	0.930	0.689
Job Grading	0.889	0.892	0.918	0.693
Workload	0.921	0.924	0.941	0.761

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

**Coefficient of Determination (R<sup>2</sup>)**

In assessing the model with PLS, we begin by looking at the R-squared for each dependent latent variable. The table below shows the R-squared estimation results using SmartPLS.

**Table 3. R Square Results**

	R Square	Adjusted R-Square
Competence	0.389	0.376
Work Performance	0.713	0.705

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the competency variable, the R-squared value is 0.389, meaning that the influence of job grading and workload is 0.389 or 38.9%, with the remainder attributable to other variables outside the model. The R-squared value for work performance is 0.713, meaning that job grading, workload, and competency account for 0.713 or 71.3%, with the remainder attributable to other variables outside the model.

**Direct Influence Between Variables**

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

**Table 4. Path Coefficients (Direct Effects)**

	Original Sample	T Statistics	P Values	Conclusion
Job Grading -> Work performance	0.131	2.458	0.014	Accepted
Job Grading -> Competence	0.090	1.100	0.272	Rejected
Workload -> Competence	-0.586	8.89	0.000	Accepted
Workload -> Work performance	-0.409	5,782	0.000	Accepted
Competence -> Work performance	0.468	7,354	0.000	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Job grading has a positive and significant effect on work performance, with a t-statistic value of 2.458 above 1.96 and a significance of 0.014 below 0.05, meaning that job grading has a real effect on work performance because the significance value is below 0.05. The results of this study are in line with previous studies, which found that job grading has a positive and significant effect on work performance (Usman, 2025).

2. Job grading has a positive but insignificant effect on competence, with a t-statistic value of 1.100 below 1.96 and a significance of 0.272 above 0.05, meaning that job grading has no significant effect on competence because the significance value is above 0.05. The results of this study are not in line with previous studies, namely that job grading has a positive and significant effect on competence (Amin, 2022).
3. Workload has a negative and significant effect on competence with a t-statistic value of 8.890 above 1.96 and a significance of 0.000 below 0.05, meaning that workload has a real effect on competence because the significance value is below 0.05. The results of this study are in line with previous studies, which found that workload has a positive and significant effect on competence (Robiah et al., 2025).
4. Workload has a negative and significant effect on work performance with a t-statistic value of 5.782 above 1.96 and a significance of 0.000 below 0.05, meaning that workload has a significant effect on work performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that workload has a positive and significant effect on work performance (Mezaluna et al., 2024).
5. Competence has a positive and significant effect on work performance with a t-statistic value of 7.354 above 1.96 and a significance of 0.000 below 0.05, meaning that competence has a significant effect on work performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that competence has a positive and significant effect on work performance (Basa & Indrawan, 2023; Purwaningsih et al., 2025).

**Indirect Influence Between Variables**

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

**Table 5. Specific Indirect Effects (Indirect Effects)**

	Original Sample	T Statistics	P Values	Conclusion
Job Grading -> Competence -> Work performance	0.042	1.077	0.282	Rejected
Workload -> Competence -> Work performance	-0.274	5.738	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Job grading has a positive but insignificant effect on work performance through competency with a t-statistic value of 1.077 below 1.96 and a significance value of 0.282 above 0.05, meaning that competency does not play a role as an intervening variable between job grading and work performance.
2. Workload has a negative and significant effect on work performance through competence with a t-statistic value of 5.738 above 1.96 and a significance value of 0.000 below 0.05, meaning that competence acts as an intervening variable between workload and work performance.

**CONCLUSION**

1. Job grading has a positive and significant effect on work performance among managerial employees at the Regional Office of PTPN IV Regional II Medan.
2. Job grading has a positive but insignificant effect on competency among managerial staff at the Regional Office of PTPN IV Regional II Medan.
3. Workload has a negative and significant effect on job performance among managerial employees at the Regional Office of PTPN IV Regional II Medan.
4. Workload has a negative and significant effect on competence among managerial employees at the Regional Office of PTPN IV Regional II Medan.



5. Competence has a positive and significant effect on the work performance of managerial employees at the Regional Office of PTPN IV Regional II Medan.
6. Job grading has a positive but insignificant effect on work performance through competency among managerial staff at the Regional Office of PTPN IV Regional II Medan.
7. Workload has a negative and significant impact on job performance through competency among managerial staff at the PTPN IV Regional II Medan Office.

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