Research Article

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Analysis of the Influence of Competency and Workload on Employee Performance with Presenteism as An Intervening Variable in the Distribution Regulation Implementing Unit (UP2D) PT. PLN (Persero) North Sumatera Distribution Main Unit

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Abstract: *This study aims to analyze the influence of competence and workload on employee performance with presenteeism as an intervening variable at the Distribution Management Implementation Unit (UP2D) of PT. PLN (Persero) North Sumatra Distribution Main Unit. Competence and workload are important factors that influence employee performance in achieving organizational goals, while presenteeism, which refers to the physical presence of employees without optimal productivity, can be a barrier to performance. This study uses a quantitative approach with an explanatory research design. Data were collected through questionnaires distributed to employees of UP2D PT. PLN (Persero), and analyzed using the path analysis method to measure the direct and indirect relationships between the variables studied. The results of this study are that Workload has a negative and significant effect on Employee Performance with an original sample value of -0.264 and p values 0.006. Workload has a positive and significant effect on Presenteeism with an original value of 0.379 and p values 0.000. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.300 and p values of 0.001. Competence has a negative and significant effect on Presenteeism with an original sample value of -0.579 and p values of 0.000. Presenteeism has a negative and significant effect on Employee Performance with an original sample value of -0.397 and p values of 0.002. Workload has a negative and significant effect on Employee Performance through Presenteeism with an original sample value of -0.151 and p values of 0.004. Competence has a positive and significant effect on Employee Performance through Presenteeism with an original sample value of 0.230 and p values of 0.008.*

Keywords*: competence, workload, presenteeism, employee performance, PT. PLN (Persero).*

Introduction

In an effort to achieve the company's vision and mission, employee performance is one of the most important aspects to pay attention to. PT PLN (Persero) North Sumatra Main Distribution Unit, especially the Distribution Regulatory Implementation Unit (UP2D), has a strategic role in ensuring reliable electricity distribution to customers. In carrying out their duties, employees are faced with various challenges that affect their performance, such as individual competence, workload, and work environment factors.

Human resources are one of the important factors in a company to achieve its goals and objectives, because human resources are one of the determining factors of the success or failure of a company in achieving its goals. One thing that must be considered in managing human resources is employee job placement. Human resources in every organization are one of the important factors, especially in terms of quality. The quality of human resources if they do not have a match with the responsibilities assigned will not be optimal and will have an impact on the hampering of the goals of the organization. Seeing the importance of human resources in an organization, it can be said that humans (employees) are the most valuable assets that have a direct impact on the welfare of the organization compared to other resources.

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Human resource development based on competency is carried out in order to provide good results and of course in accordance with the goals and objectives of the government organization. Competence concerns the authority of each individual to carry out tasks and make decisions according to their abilities. Competence possessed individually must be able to support the implementation of organizational strategies and be able to support any changes made by management. In other words, if the competence possessed by the individual must be able to support the work system based on the team in the government organization.

Human resource management (HRM) is a very important factor and asset in a company. The reason is because human resource management is fully responsible for the management of all workers in the company. The operation of a company is greatly influenced by human resources itself. That is why maintenance requires special attention to human resources. Modern companies today prioritize the maintenance of resources owned by the implementation of human resource management work programs.

Efforts to maintain human resources will return to the loyalty of each employee, work performance and competence related to job promotions that may be obtained by an employee. According to Sutrisno (2017) Human Resources (HR) are the only resources that have desires, feelings, knowledge, skills, power, drive, and work. To achieve goals, organizational efforts are influenced by this potential. Technological advances, availability of capital, development of information, without HR it is difficult for companies to achieve their goals. In recent decades, human resource management (HR) has been the most important asset owned by a company. Human resource management is a very important and most responsible part of human resource management. In order for employee performance to be optimal, there needs to be a job promotion as a company award for the efforts made by employees.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as something that is most important, as the superiority of the field. Competence is the ability to carry out a task, role or task, the ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning that is done.

Human resource competency is possessed by each employee in the form of different behaviors. Competence, in addition to determining a person's behavior and performance, also determines whether the person has done a good job based on the specified criteria standards (Rusvitawati et al., 2019). Human resource competency is related to the level of knowledge, skills, and basic behavior possessed by each individual employee. Competence is a provision and capital for employees to work professionally (Pramularso, 2018). It is necessary to process more qualified human resource competencies so that employees are able to carry out their work responsibilities optimally in order to meet the expectations and goals of the organization. Employee competency can be seen from the knowledge, skills, and attitudes of employees in completing their tasks, they must have high enthusiasm in completing the tasks assigned to them. Based on information from the company, the production target has not been met optimally.

The company's management suspects that this is due to low employee competence, including lack of knowledge, lack of technical understanding of the work and lack of mastery of the equipment needed to carry out certain work due to lack of experience, education and training. A person's competence is formed from the knowledge and skills of an employee who has high competence in carrying out work will produce very good quality work or high work performance. In the current era of globalization, every organization is required to be ready to face dynamic changes and competition, to be able to compete with other organizations. Employees with competence, knowledge and ability are needed to answer these challenges,

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so that they can adapt to changes and competition, and carry out work according to their respective fields of work, so that the service provided is maximized.

Workload is a difference between the capacity or ability of workers and the demands of the work that must be faced. Given that human work is mental and physical, each has a different level of burden. Too high a level of burden allows excessive energy use and overstress, conversely, too low a load intensity allows boredom and saturation or understress. The suitability of the workload set by the company to the condition of the worker needs to be considered.

Excessive workload can create an uncomfortable working atmosphere for workers because it can trigger faster work stress. Conversely, insufficient workload can cause losses for the organization. Workload is a condition where many or few tasks given to employees affect employee performance. A collection of tasks that must be completed within a certain time (Workload). Workload is related to work performance. If the workload is too excessive, it will cause physical or mental fatigue and emotional reactions. In every organization, workload is one of the important aspects that affects the productivity, efficiency, and well-being of individuals and teams. Workload refers to the number of tasks, responsibilities, and demands that must be completed by a person within a certain period of time. In an increasingly competitive context, understanding and managing workload is crucial to ensuring organizational success and the balance between work demands and individual capacity. One of the main challenges in managing workload is the uneven distribution of tasks. Some individuals or teams may face excessive work pressure, while others experience too low a workload.

This imbalance can cause various negative impacts, such as decreased work quality, the emergence of high stress levels, and increased risk of work fatigue (burnout). Conversely, a workload that is too low can result in boredom, decreased motivation, and low levels of employee engagement. On the other hand, increasing organizational demands to achieve ambitious targets often increase pressure on employees. This situation is exacerbated by technological developments and changes in the dynamic work environment, which require flexibility, rapid adaptation, and multitasking abilities. In the long term, the mismatch between workload and employee capacity can result in high turnover rates, absenteeism, and even a decline in the organization's reputation.

In the context of an ever-evolving work environment, the challenges for organizations to maintain employee well-being and productivity are becoming increasingly complex. Employees face a variety of pressures, both from the demands of their jobs and the organizational environment. Presenteeism is a phenomenon where employees continue to attend work even though they are experiencing physical or mental conditions that reduce productivity, such as illness, stress, or fatigue. Unlike absenteeism, presenteeism is related to physical presence but not to optimal performance. This phenomenon is often difficult to measure because its impact is not always immediately visible, but it can significantly affect the organization. Presenteeism is a state where individuals are physically present at work but are unable to deliver optimal performance due to internal factors (such as physical or mental health) or external factors (such as work pressure or organizational culture). Although employee presence appears positive, their work effectiveness often decreases, thus negatively impacting the overall productivity of the organization.

Presenteeism has become an increasingly important topic in organizational research and discussion, as awareness of employee well-being and workplace productivity increases. This is because presenteeism can have negative impacts on both employees and the organization as a whole. The term presenteeism was coined by Cary Cooper, which is a condition where someone is present at work, but their productivity decreases due to health problems (Cooper & Lu, 2018). Presenteeism can be divided into presenteeism

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related to physical and mental illness, and presenteeism that is not related to illness (psychosocial). Presenteeism can be divided into presenteeism related to physical and mental illness (psychological) such as experiencing flu, migraine, gout, ulcers, hypertension, depression, bipolar, and so on.

Employee performance is one of the important factors in the success of an organization. In general, employee performance can be interpreted as the results achieved by an employee in carrying out the tasks and responsibilities given to him, in accordance with the standards set by the organization. Good performance not only includes aspects of the quantity of work, but also quality, efficiency, and effectiveness in achieving organizational goals. Therefore, to ensure the achievement of short-term and long-term goals of the organization, it is very important for management to understand the various factors that influence employee performance. Employee performance is one of the main factors that determine the success of an organization. Organizations that have high-performance employees tend to be more efficient, productive, and can achieve organizational goals more effectively. Therefore, many organizations focus on improving employee performance as a top priority. Employee performance in general is a manifestation of work carried out by employees which is usually used as a basis or reference for assessing employees in an organization.

Good performance is a step towards achieving organizational goals, therefore, performance is also a means of determining organizational goals so that efforts need to be made to improve employee performance. Employee performance greatly helps companies in achieving short-term and long-term goals. Employee performance as the ultimate goal and is a way for various managers to ensure that employee activities and output produced are in accordance with organizational goals. Several studies that have been conducted have attempted to study the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance. Unfortunately, previous studies have shown different results, so there needs to be research that re-examines the influence of intellectual intelligence, emotional intelligence and spiritual intelligence on employee performance.

Problems regarding performance are problems that will always be faced by the company's management, therefore management needs to know the factors that affect employee performance. Factors 1 that can affect employee performance will allow company management to take various necessary policies, so that it can improve employee performance to meet company expectations. One thing that must be considered by the company in managing its management functions is how to manage human resources to improve work efficiency and effectiveness.

This topic discusses the phenomenon involving the relationship between competence, workload, and employee performance by considering the role of presenteeism in the Distribution Management Implementation Unit (UP2D) of PT PLN (Persero) North Sumatra Main Distribution Unit. Competence includes the skills, knowledge, and abilities required by employees to carry out their duties effectively. This study aims to understand the extent to which competence affects employee performance in UP2D. Workload reflects the physical and mental demands in carrying out work tasks. Excessive workload can affect the quality of performance, both directly and indirectly.

Employee performance is the work results achieved by individuals in fulfilling their job responsibilities. Competence and workload factors play an important role in determining this performance. Presenteeism is a phenomenon when employees continue to attend work even though they are in less than optimal conditions, such as when they are sick or experiencing psychological stress. This can affect the relationship between the previous factors (competence and workload) with performance. The phenomenon that occurs in the organization is the working conditions at UP2D PT PLN (Persero) North Sumatra Main

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Distribution Unit. The high demands of workload and the importance of competence in ensuring efficient energy distribution. The phenomenon of presenteeism among employees as an issue that affects productivity. The importance of understanding the relationship between these variables to improve employee performance.

Literature Review

Competence

According to Rachmaniza (2020) states that competence is a characteristic that underlies a person related to the effectiveness of individual performance in their work or the basic characteristics of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference, effective or performing excellently or superiorly in the workplace or in certain situations. According to Rahmat (2019) states that competence is a characteristic of a person related to effective and/or superior performance in certain work situations.

Rahmat (2019) stated that there are 5 (five) competency characteristics as indicators that can measure competency, namely:

1. Motive is something that a person consistently thinks about or wants that causes action.
2. Traits are physical characteristics and consistent responses to situations or information.
3. Self-concept is a person's attitude, values, or self-image.
4. Knowledge is information that people have in a specific field.
5. Skills are the ability to perform certain physical or mental tasks.

Workload

According to Koesomowidjojo (2017) "Workload is one aspect that must be considered by every company". Workload is a collection or number of activities that must be completed by an organizational unit within a specified time. According to Rohman & Ichsan (2021) workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

In this study, the Workload indicators proposed by Koesomowidjojo (2017) were adopted, which include:

1. Working Conditions How well an employee understands the job. For example, employees in the production division will certainly be in contact with production machines to help achieve the set production targets. Therefore, the company should have and socialize SOP (Standard Operating Procedure) to all elements in the institution so that employees working in it can:
   a. Easy to operate delegated work;
   b. Minimize errors in carrying out work stages;
   c. Minimize work accidents;
   d. Reduce employee workload and increase comparability, credibility, and defensibility;
   e. Makes it easier for employees to have good communication with superiors or co-workers.
2. Use of Working Time Working time in accordance with SOP will certainly minimize employee workload. However, there are times when an organization does not have SOP or is inconsistent in implementing SOP, the use of working time imposed on employees tends to be excessive or very narrow.
3. Targets to be achieved The work targets set by the company will of course directly affect the workload received by employees.

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Presenteeism

This condition is in line with McGregor, et al (2016)'s statement regarding the definition of presenteeism, namely the condition of employees who lose productivity at work due to certain reasons, resulting in a decrease in performance in carrying out their work duties. This presenteeism behavior leads to decreased productivity and ineffective work activities, research in 2019 showed that presenteeism decisions by workers refer to the occurrence of significant severe fatigue (Aboagye et al., 2019).

According to McGregor (2016), presenteeism can be measured through several indicators that describe the extent to which a person's health or psychological condition affects their productivity and performance at work. Some indicators of presenteeism mentioned in their research are:

1. Performance DecreasedEmployees who experience presenteeism usually show a decline in the quality and quantity of their work despite remaining present at work. This decline can be seen in work errors, poor decision-making, or a reduced speed in completing tasks.

2. Fatigue and Poor Mental HealthOther indicators include high levels of burnout and mental health issues such as stress, anxiety, or depression. Employees experiencing these issues may still come to work but may not be able to function optimally.

3. Physical or Mental AbsenceDespite being physically present at work, employees experiencing presenteeism are often not fully engaged in work activities because they feel unwell or are distracted by personal or mental problems.

4. Job AnxietyAnxiety or fear of losing a job can drive employees to continue working even when they are not feeling well. This is often associated with tension or pressure in the work environment that makes employees feel the need to "keep showing up."

5. Limitations in Social InteractionThose who experience presenteeism often show limitations in interacting with coworkers and leaders. They tend to avoid meetings or work in isolation, because they feel unable to carry out their tasks optimally.

Employee Performance

According to Mangkunegara (2017) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." According to Fahmi (2017) "Performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements."

According to Mangkunegara (2016), employee performance has several dimensions and indicators used to measure and evaluate the extent to which employees have succeeded in carrying out their duties and responsibilities. These dimensions reflect various aspects that are relevant to the achievement of work results. The following are the dimensions of employee performance according to Mangkunegara:

1. Quality of Work
   - Refers to the quality standards of employee work results.
   - Quality of work is assessed based on accuracy, thoroughness, and completion of tasks according to specified requirements or standards.

2. Quantity of Work
   - Relating to the volume or amount of work that employees can complete in a certain time.
   - This dimension assesses how efficiently employees complete tasks without compromising quality.

3. Timeliness
   - Assess the extent to which employees can complete their work within the specified time limit.

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- Punctuality shows an employee's ability to manage time and work according to priorities.

4. Effectiveness
    - Measuring the ability of employees to optimally utilize available resources to achieve organizational goals.
    - Effectiveness includes achieving targets that are relevant to expected work results.

5. Independence
    - Refers to an employee's ability to carry out tasks without relying too much on guidance or supervision from superiors.
    - This dimension assesses an employee's initiative, self-confidence and ability to make decisions.

6. Commitment to Work (Work Commitment)
    - Assess employee dedication, loyalty and seriousness in carrying out their duties.
    - Work commitment reflects the employee's attitude towards the responsibilities given.
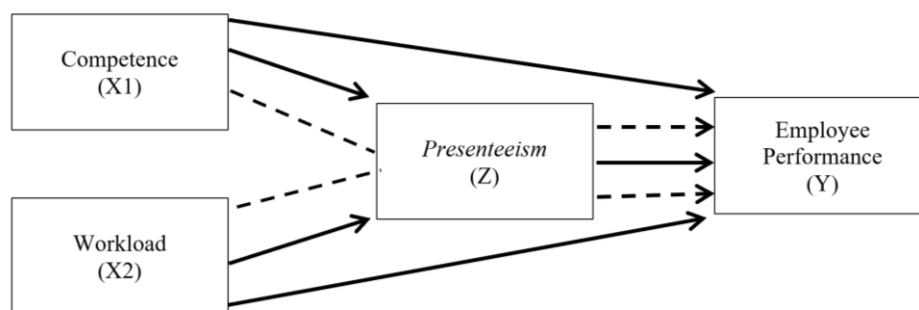
Conceptual Framework

Figure 1. Conceptual Framework

Hypothesis

After creating a conceptual framework, the hypothesis of this study is as follows:

1. Competence has a positive and significant effect on Presenteeism in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.
2. Workload has a positive and significant effect on Presenteeism in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.
3. Competence has a positive and significant effect on Employee Performance in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.
4. Workload has a positive and significant effect on Employee Performance in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.
5. Presenteeism has a positive and significant effect on Employee Performance in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.
6. Competence has a positive and significant effect on Employee Performance through Presenteeism in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.
7. Workload has a positive and significant effect on Employee Performance through Presenteeism in the Distribution Management Implementation Unit (Up2d) of PT. PLN (Persero) North Sumatra Main Distribution Unit.

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Method

Types of research

This study uses quantitative research type, According to Sugiyono (2016) in his book "Quantitative, Qualitative, and R&D Research Methods", quantitative research is research used to examine a particular population or sample with the aim of testing previously formulated hypotheses using data measured numerically or numbers. Quantitative research usually uses statistical methods to analyze data.

Research Location and Research Time

This research was conducted in an organization of Distribution Regulatory Implementation Unit (Up2d) Pt. Pln (Persero) North Sumatra Main Distribution Unit, this research was conducted in that place because the researcher found a problem that could be used as the title of the thesis that I took.

Population and Sample

The population in the Distribution Management Implementation Unit (Up2d) organization of PT. Pln (Persero) North Sumatra Main Distribution Unit is 128 workers divided into 2 parts, namely 48 employees and 80 TAD. According to Sugiyono (2016), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

The sample will be taken using the Slovin formula, therefore the Slovin formula for sampling is as follows:

$$n = \frac{N}{1 + N.e^2}$$

Information:
n = Desired sample size
N = Population size
e = The specified margin of error (usually expressed as a decimal, e.g. 0.05 for 5%)

Calculation:

$$n = \frac{128}{1 + 128.(0,05)^2}$$

$$n = \frac{128}{1 + 128.0,0025}$$

$$n = \frac{128}{1 + 0,32}$$

$$n = \frac{128}{1,32} = 96.96$$

$$n = 97$$

After calculating the population to obtain a sample using the Slovin formula, the sample results were 97 employees. According to Sugiyono (2016), a sample is part of the number and characteristics of the population. The sample is selected to represent the population so that the research results can be generalized to the population. Sugiyono emphasized that in selecting a sample, researchers must ensure that the sample is truly representative, meaning that it has characteristics that match the population. Sample

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selection is carried out using a certain method, either by probability (each member of the population has the same chance of being selected) or non-probability (not all members have the same chance).

Research Data Sources

The research data source that will be used is the primary data source. According to Sugiyono (2016), the primary data source is data obtained directly from the first source in the field through direct data collection by researchers. This data is obtained from individuals, groups, or objects that are the subjects of research through certain methods such as interviews, observations, or questionnaires.

Researchers use data collection techniques, namely the Likert scale or using questionnaires in collecting data. According to Sugiyono (2016), a questionnaire is a data collection technique that is carried out by providing a number of written questions or statements to respondents to be answered. Questionnaires are usually used in quantitative research because they allow data collection from many respondents efficiently.

Data analysis

Analyzing data involves breaking the whole into smaller parts to identify the dominant part, comparing one part to another, and comparing one or more parts to the whole. Data analysis techniques are used to test hypotheses or provide answers to problem formulations (Ghozali, 2018). Research data management The software for this is smartPLS 3.2.7. Methodology (Partially Least Square) Distribution-free PLS assumes no specific data and can work with nominal, categorical, ordinal, interval, and ratio data. When using bootstrapping or random multiplication techniques, (Partial Least Square) PLS has no problem with the normality assumption. In addition, PLS (Partial Least Square) does not need to use a minimum number of samples set Small sample sizes in research can still be used using PLS (Partial Least Square) According to (Ghozali, 2018). Someone classifies partial least squares as Therefore, for PLS modeling data that is normally distributed, non-parametric types are not needed. The analysis approach used in the PLS (Partial Least Square) method is as follows:

1. Outer model analysis

To ensure that the measurement is worthy of being used as a measuring tool (valid and reliable), an outer model analysis is carried out. This model describes the relationship between a latent variable and indicators in the study. Several indicators show the existence of an outer model analysis:

a. Convergent Validity, The standard loading factor, which indicates the strength of the correlation between each measurement item (indicator) and its construct, is used to evaluate convergent validity (Ghozali, 2018). This indicator is based on the correlation between item scores/component scores and construct scores. When an individual's reflective measure correlates more than 0.7 with the expected construct, then the measure is considered highly measured, while an outer loading value between 0.5 - 0.6 is considered sufficient (Ghozali, 2018).

b. Discriminant Validity, is a cross-loading measurement model with reflective indications based on construction (Ghozali, 2018). In the case of construction tolerance with adjustment items is greater than the tolerance of other constructions, then the resulting block size will be more profitable when compared to other block sizes. However, another method to determine discriminant validity is to compare the square root of the average variance extracted (AVE).

c. Composite reliability, is a metric used to measure something that is seen in the display of latent variable coefficients (Ghozali, 2018). Internal consistency and Cronbach's alpha are two measurement tools used

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to assess composite reliability. If the measurement result is more than 0.70, this concept can be considered to have a high level of reliability.

d. Cronbach's Alpha is a reliability test conducted to support composite reliability findings. If the Cronbach's alpha value of a variable is more than 0.7, it can be considered reliable (Ghozali, 2018).

2. Inner Model Analysis

Analyzing The term "inner model" can also refer to "inner relationships, structural models, and substantive theories," which describe the relationship between the latter variables and substantive theories (Ghozali, 2018). One way to evaluate the inner model is to use R-square to construct the dependent variable, the Stone-Geisser Q-square test for predictive relevance and the t-test, and the significance of the path structural parameters. The process of evaluating the inner model using PLS (Partial Least Square) begins by examining the R-square of each dependent variable. Next, in the reinterpretation, it is identical to the regressive interpretation. The R-squared value can be used to determine the relative influence of the dependent variable on the dependent variable, namely if it has a significant effect.

3. Hypothesis Testing

The hypothesis testing can be seen in the t-statistic and probability values. For hypothesis testing using statistical significance, the 5% alpha t-statistic value is 1.96. Therefore, the criteria for obtaining/estimating the hypothesized value are Ha and H0 if the t-statistic is more than 1.96. To reject/accept the hypothesis using probability, Ha is rejected if p is less than 0.05.27 (Ghozali, 2018).

Results and Discussion

In this explanation, the results of previous research will be analyzed in order to clarify and refine the research findings. This can be achieved by using the following smart PLS research application, which will be used:

External Model

This outer model is used to test clear and comprehensive results in testing the relationship between latent variables and dependent variables. The results of the research methodology include several aspects including convergent validity, discriminant validity, and reliability. These aspects can be seen below.

1. Convergent Validity

This analysis is done by comparing the loading factor value with the limiting value of 0.7 and the Average Variance Extracted (AVE) value of 0.5. This can be used to show that if the loading factor is higher than the limiting value, then the analysis is considered valid; conversely, if the loading factor value is unable to match the limiting value, then the analysis is considered invalid. In this case, the results of the Convergent Validity model will be displayed in the form of tables and graphs, and the similarities between Sub Structures 1 and 2 will be highlighted so that they can be seen in Graph 2:

Table 1. Outer Loading Stage 1

	Workload (X2)	Employee Performance (Y)	Competence (X1)	Presenteeism (Z)
X1.1			0.854	
X1.2			0.867	

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X1.3			0.853	
X1.4			0.797	
X1.5			0.868	
X2.1	0.594			
X2.2	0.941			
X2.3	0.831			
X2.4	0.714			
X2.5	0.937			
X2.6	0.904			
X2.7	0.751			
Y.1		0.854		
Y.2		0.883		
Y.3		0.890		
Y.4		0.824		
Y.5		0.858		
Y.6		0.798		
Z.1				0.908
Z.2				0.888
Z.3				0.868
Z.4				0.884
Z.5				0.895

Smart PLS Source Version 3

After the outer loading table is displayed, there is one invalid indicator so that the research cannot be continued. To overcome this research so that it can be continued, the invalid outer loading indicator will be deleted and will be recalculated without the invalid indicator, namely the workload variable indicator X2.1.

Table 2. Outer Loading Stage 2

	Workload (X2)	Employee Performance (Y)	Competence (X1)	Presenteeism (Z)
X1.1			0.854	
X1.2			0.867	
X1.3			0.853	
X1.4			0.797	
X1.5			0.868	
X2.2	0.938			
X2.3	0.845			
X2.4	0.742			
X2.5	0.937			
X2.6	0.906			
X2.7	0.755			
Y.1		0.853		
Y.2		0.883		
Y.3		0.890		

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	Workload (X2)	Employee Performance (Y)	Competence (X1)	Presenteeism (Z)
Y.4		0.824		
Y.5		0.859		
Y.6		0.799		
Z.1				0.908
Z.2				0.888
Z.3				0.868
Z.4				0.885
Z.5				0.895

Smart PLS Source Version 3

After recalculating and deleting invalid indicator values, the results are as follows: from each variable there is a valid value so that this research will be continued because there are all valid outer loading results so that further research can be continued.

Figure 2. Outer Model Stage 2
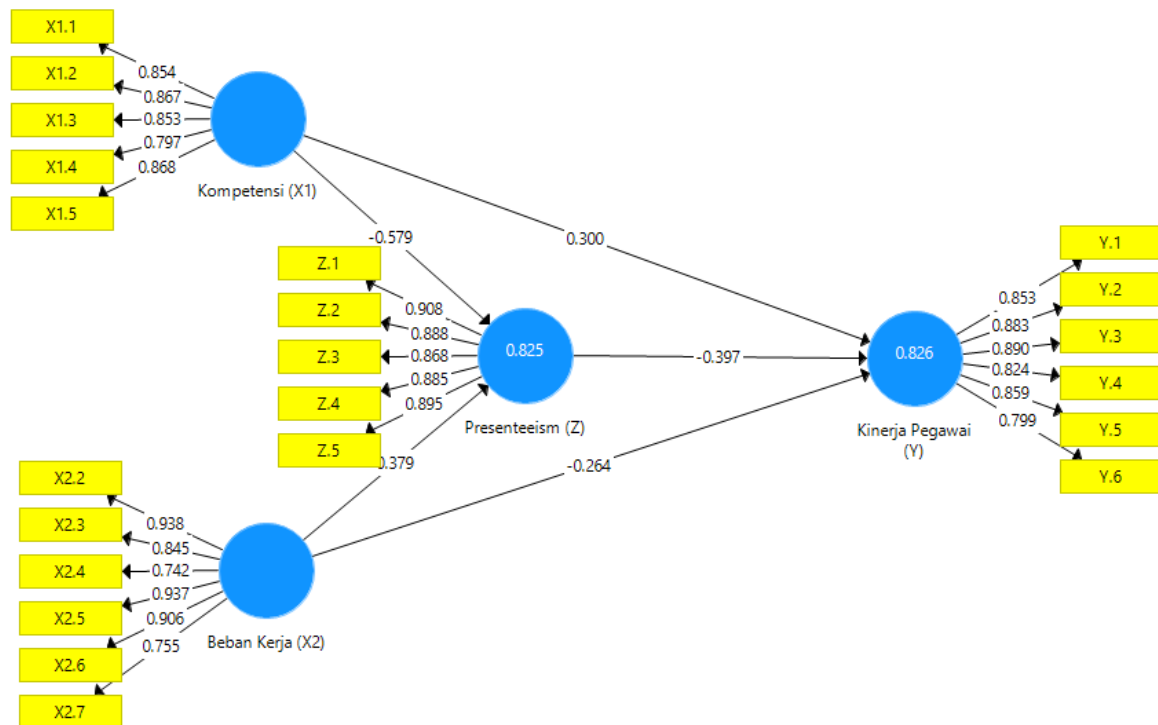
After removing invalid data in the outer model, the research obtained valid results on the indicators in each variable so that it can continue the research by showing the sub 1 and sub 2 equations, the equations of this study are as follows:

Substructure 1

$Z = b_1X_1 - b_2X_2 + e$

$Z = 0.579 - 0.379$

Sub Structure 2

$Y = b_2X_1 + b_3X_2 + b_4Z + e$

$Y = 0.300 - 0.264 - 0.397 + e$

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2. Discriminant Validity

The next analysis presents the results of data that have passed the discriminant validity test. The goal is to find out the cross loading value that is greater than the latent variable value, so that it can determine the sensitivity of the indicator to high values in relation to the construction of table 3 below which has been determined as follows:

Table 3. Discriminant Validity

	Workload (X2)	**Employee Performance (Y)**	**Competence (X1)**	**Presenteeism (Z)**
X1.1	-0.615	0.667	0.854	-0.717
X1.2	-0.650	0.749	0.867	-0.764
X1.3	-0.702	0.735	0.853	-0.774
X1.4	-0.656	0.722	0.797	-0.716
X1.5	-0.717	0.754	0.868	-0.749
X2.2	0.938	-0.829	-0.828	0.825
X2.3	0.845	-0.628	-0.535	0.625
X2.4	0.742	-0.532	-0.378	0.465
X2.5	0.937	-0.799	-0.836	0.835
X2.6	0.906	-0.799	-0.832	0.852
X2.7	0.755	-0.623	-0.491	0.588
Y.1	-0.700	0.853	0.737	-0.785
Y.2	-0.732	0.883	0.722	-0.749
Y.3	-0.686	0.890	0.751	-0.778
Y.4	-0.645	0.824	0.686	-0.685
Y.5	-0.752	0.859	0.794	-0.788
Y.6	-0.734	0.799	0.679	-0.708
Z.1	0.761	-0.777	-0.797	0.908
Z.2	0.703	-0.733	-0.751	0.888
Z.3	0.722	-0.761	-0.737	0.868
Z.4	0.770	-0.842	-0.826	0.885
Z.5	0.754	-0.795	-0.785	0.895

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In table 3 there are cross loading values on each variable with the following explanations in the competency variable there is a cross loading factor value that is greater than the other cross loading factor variables, for the workload variable cross loading factor shows a cross loading factor value that is greater than the cross loading factor value on other variables, for the presenteeism variable cross loading factor value there is a cross loading factor value that is greater than the cross loading factor value on other variables, for the cross loading value on the employee performance variable there is a cross loading value that is greater than the cross loading value that is greater than the other values. This means that this research test has valid results in terms of discriminant validity.

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3. Composite Reliability

Each variable will be compared its reliability coefficient in the composite reliability analysis; if the reliability coefficient of the Cronbach's Alpha coefficient is greater than or equal to 0.7 then each variable is considered reliable. If the reliability coefficient of the reliability composition is more than 0.6, then each variable is considered reliable. If the reliability coefficient of the AVE column is less than or equal to 0.6, then the reliability and table as a reference can be used. The results of this study are as follows:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Workload (X2)	0.927	0.943	0.735
Employee Performance (Y)	0.924	0.941	0.726
Competence (X1)	0.902	0.928	0.719
Presenteeism (Z)	0.934	0.950	0.790

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As seen from the results of Table 5 above, all Cronbach's Alpha reliability coefficients are less than or equal to 0.7, indicating reliability. There is a determination coefficient in the composition reliability column that is greater than or equal to 0.06 for each variable. Each variable in the AVE reliability and validity column has a coefficient of more than 0.06 for each variable, which can be used to calculate the reliability and validity of the construct.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is accurate and robust. The sampling strategy used in the primary analysis model is developed based on several cases, namely:

1. Coefficient of Determination (R2)

Based on the analysis carried out using the Smart PLS 3 application, the R Square value was obtained as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.826	0.821
Presenteeism (Z)	0.825	0.821

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In table 5 there is an R square value which will be explained as follows the R square value of Employee Performance of 0.826 if changed into a percentage value becomes 82.6% meaning the influence of the competency, workload and presenteeism variables on employee performance is 82.6% and the rest is on other variables. For the R square value of Presenteeism is 0.825 and if the value is changed into a percentage value is 82.5% meaning the influence of the competency and workload variables on employee performance is 82.5% and the rest is on other variables.

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2. Hypothesis Testing

After obtaining valid and reliable research results, the next step is to determine the hypothesis. This hypothesis test is useful for seeing the influence between variables both directly and indirectly, therefore the results of the hypothesis test can be seen in the following table:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Workload (X2) -> Employee Performance (Y)	-0.264	2,508	**0.006**	**Accepted**
Workload (X2) -> Presenteeism (Z)	0.379	4,903	**0,000**	**Accepted**
Competence (X1) -> Employee Performance (Y)	0.300	3,017	**0.001**	**Accepted**
Competence (X1) -> Presenteeism (Z)	-0.579	8,038	**0,000**	**Accepted**
Presenteeism (Z) -> Employee Performance (Y)	-0.397	2,824	**0.002**	**Accepted**

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The results of the hypothesis in table 6 will be explained as follows:

a. Workload has a negative and significant effect on Employee Performance with an original sample value of -0.264 and p values of 0.006, meaning that if the workload decreases, employee performance will increase, conversely, if the workload increases, employee performance will decrease.

b. Workload has a positive and significant effect on Presenteeism with an original value of 0.379 and p values of 0.000, meaning that if the workload decreases, presenteeism will decrease, conversely, if the workload increases, presenteeism will decrease.

c. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.300 and p values of 0.001, meaning that if competence increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.

d. Competence has a negative and significant effect on presenteeism with an original sample value of -0.579 and p values of 0.000, meaning that if competence increases, presenteeism will decrease, conversely, if competence decreases, presenteeism will increase.

e. Presenteeism has a negative and significant effect on Employee Performance with an original sample value of -0.397 and p values of 0.002, meaning that if presenteeism increases, employee performance decreases, conversely, if presenteeism decreases, employee performance increases.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Workload (X2) -> Presenteeism (Z) -> Employee Performance (Y)	-0.151	2,689	**0.004**	**Accepted**
Competence (X1) -> Presenteeism (Z) -> Employee Performance (Y)	0.230	2,423	**0.008**	**Accepted**

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a. Workload has a negative and significant effect on Employee Performance through Presenteeism with an original sample value of -0.151 and p values of 0.004, meaning that presenteeism is an intervening variable because it is able to have a significant effect, which means that with the workload, presenteeism will increase and indirectly reduce employee performance.

b. Competence has a positive and significant effect on Employee Performance through Presenteeism with an original sample value of 0.230 and p values of 0.008, meaning that competence is able to improve employee performance even though the employee is sick, sick in the sense of having a mild fever or other minor illnesses.

Closing

Conclusion

After getting the results of the hypothesis directly and indirectly, the following conclusions can be drawn:

1. Workload has a negative and significant effect on Employee Performance with an original sample value of -0.264 and p values of 0.006.
2. Workload has a positive and significant effect on Presenteeism with an original value of 0.379 and p values of 0.000.
3. Competence has a positive and significant effect on Employee Performance with an original sample value of 0.300 and p values of 0.001.
4. Competence has a negative and significant effect on presenteeism with an original sample value of -0.579 and p values of 0.000.
5. Presenteeism has a negative and significant effect on Employee Performance with an original sample value of -0.397 and p values of 0.002.
6. Workload has a negative and significant effect on Employee Performance through Presenteeism with an original sample value of -0.151 and p values of 0.004.
7. Competence has a positive and significant effect on Employee Performance through Presenteeism with an original sample value of 0.230 and p values of 0.008.

Suggestion

After drawing conclusions, the researcher provides suggestions, the suggestions provided are as follows:

1. Theoretical
    a. This research can enrich the literature on the relationship between competence, workload, presenteeism, and employee performance.
    b. The role of presenteeism as an intervening variable provides a new perspective in the analysis of work behavior, especially in the context of the energy sector.
    c. The results of this study can be used to develop a new theoretical model that integrates competency, workload, and presenteeism variables in influencing performance.
    d. It is recommended that this model be tested in other sectors or industries to increase external validity.
2. Practical
    a. Conduct training that is relevant to employee work needs to improve technical and non-technical skills.
    b. Implement a performance-based competency assessment system to ensure training effectiveness.

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c. Evaluate the distribution of tasks to make it more even, preventing overload on certain individuals.
d. Provide health facilities such as psychological consultations and regular health checks.

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