

THE INFLUENCE OF HUMAN RESOURCE CAPACITY AND WORKLOAD ON EMPLOYEE PERFORMANCE IN SOUTH BURU REGENCY'S EMPOWERMENT AND PROTECTION AGENCIES

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ABSTRACT

This study examines the influence of human resource capacity and workload on employee performance in South Buru Regency's empowerment and protection agencies. The research gap lies in the limited empirical studies that connect internal organizational factors with local public service challenges, particularly in community empowerment, village governance, women's empowerment, and child protection services. Using a quantitative associative-causal design, data were collected from all 74 employees through total sampling and analyzed using multiple linear regression with SPSS. The results show that human resource capacity has a positive and significant effect on employee performance, indicating that knowledge, skills, experience, and competence improve task effectiveness. Workload also has a positive and significant effect, showing that proportionate task distribution can encourage productivity when aligned with employee capacity. Simultaneously, human resource capacity and workload significantly affect employee performance, with an R Square value of 0.774, meaning that 77.4% of performance variation is explained by both variables. The novelty of this study lies in its contextual analysis of employee performance in multi-functional local agencies facing social service pressures and child protection challenges. The findings imply that continuous training, certification, technical assistance, and balanced workload distribution are essential for improving public service quality.

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INTRODUCTION

Improving the quality of public services is one of the main indicators of effective modern governance. Good governance emphasizes transparency, accountability, public participation, and effectiveness in delivering services to the community (Becker & Huselid, 2017). In public organizations, employee performance is a decisive factor because government programs cannot be implemented effectively without competent, loyal, and well-trained employees (Charbonnier-Voirin & Roussel, 2021). Studies on public sector performance show that human resource capacity and workload management are important determinants of organizational effectiveness and service target achievement (Demerouti & Bakker, 2017). Therefore, examining human resource capacity and workload is essential for understanding how employee performance can be improved in local government institutions (Falkenberg & Spinler, 2023).

Human resource capacity refers to employees' knowledge, skills, competencies, experience, and attitudes in performing their duties (Giotopoulos et al., 2025). Adequate human resource capacity enables employees to complete

tasks effectively, increase productivity, and provide services according to expected standards (Harari et al., 2018). From the human capital perspective, investment in employee development has a positive effect on organizational performance because employees with sufficient competence are better able to plan, implement, and evaluate public programs (Hassan et al., 2018). In local government institutions, public service quality is strongly influenced by the competence of employees who manage administrative and technical tasks (Jang, 2020). Without sufficient technical and administrative competence, public programs may become inefficient and fail to achieve optimal outcomes (Kim & Vandenabeele, 2017).

Workload is also a crucial factor influencing employee performance. Excessive workload can create stress, fatigue, declining motivation, administrative errors, and lower service quality (Koopmans et al., 2016). However, when workload is distributed proportionately, it can encourage employees to work more productively, manage time more effectively, and complete priority tasks. Proper workload management is therefore needed to maintain a balance between employee capacity and organizational demands (Lee & Sabharwal, 2020). In public institutions with broad responsibilities, performance is influenced not only by individual competence but also by the extent to which tasks are distributed fairly and realistically.

Employee performance in public institutions can be measured through target achievement, service quality, compliance with procedures, timeliness, and effective resource management. In agencies with multi-sectoral responsibilities, performance becomes more complex because employees must deal with administrative, social, and protection-related duties simultaneously (Lewis & Pitts, 2019). This condition is relevant to the Department of Community and Village Government Empowerment and the Department of Women's Empowerment and Child Protection of South Buru Regency (Miao et al., 2021). These institutions are responsible for community empowerment, village governance administration, women's empowerment, and child protection services. The wide scope of these responsibilities requires employees to manage administrative, social, and protective functions in an integrated manner (Paais & Pattiruhu, 2020). Therefore, human resource capacity and workload become important internal factors that determine the effectiveness of these agencies (Palilingan, 2006).

The main duties and functions of these agencies include planning, implementing, and evaluating community empowerment programs; strengthening village governance capacity; coordinating women's empowerment initiatives; and ensuring child protection from exploitation and violence (Salas et al., 2017; Zhang et al., 2022). Ideally, governance, empowerment, and protection services should be implemented professionally, responsively, and in accordance with established service standards (Tummers et al., 2016). Employees are expected to manage programs, respond to community complaints, coordinate with relevant institutions, and handle child protection cases promptly and accurately (Wang et al., 2018). Thus, the performance of these agencies depends heavily on the availability of competent human resources and the ability of the organization to manage workload effectively.

However, field conditions show a gap between expected service standards and actual implementation. Limited trained personnel, high workload, insufficient facilities, and coordination constraints often hinder optimal task completion. The public service compliance assessment by the Indonesian Ombudsman in 2024 placed the Government of South Buru Regency in the "yellow zone," indicating that public service quality at the regency level still requires improvement. This condition reflects the need to examine internal factors affecting employee performance, particularly human resource capacity and workload.

The social context of this study is also important. The agencies examined in this research do not only handle administrative services, but also deal with community empowerment and protection of vulnerable groups, including women and children. Cases of violence against women and children in South Buru Regency place additional pressure on employees because they require fast response, coordination with law enforcement, victim assistance, and proper administrative handling. Limited personnel and high workload may affect the quality and speed of case handling. These realities show that employee performance in these agencies is not merely an internal bureaucratic issue, but also directly related to public protection and social welfare.

Previous studies have examined human resource capacity, workload, and employee performance in public organizations. However, many of these studies remain general and do not specifically address the local institutional context of South Buru Regency. In addition, previous quantitative studies often measure performance based only on organizational outputs, without integrating local realities such as public service evaluation results, violence case handling, and regional human resource constraints. This creates a research gap concerning how human resource capacity and workload influence employee performance in multi-functional local agencies that manage both administrative and social protection responsibilities.

The novelty of this study lies in its integrated analysis of human resource capacity, workload, and employee performance within the specific institutional context of South Buru Regency. By combining public service issues, local social challenges, and internal organizational conditions, this study offers a contextual and policy-relevant perspective. Therefore, this research aims to analyze the influence of human resource capacity and workload on employee performance at the Department of Community and Village Government Empowerment and the Department of Women's Empowerment and Child Protection of South Buru Regency.

METHOD

This study is classified as quantitative research using an associative-causal approach. This approach was used because the study aimed to examine the influence of independent variables on a dependent variable and identify causal relationships among variables. The independent variables are human resource capacity and workload, while the dependent variable is employee performance. The research was conducted at the Department of Community and Village Government Empowerment and the Department of Women's Empowerment and Child Protection of South Buru Regency, located at Kilometer 3 Road, Labuang, Namrole District, Maluku. This location was selected because the institution directly manages community empowerment, village governance, women's empowerment, and child protection programs, making it highly relevant to the variables examined in this study.

The study used a survey method with a cross-sectional design, meaning that data were collected at one point in time. The population consisted of 74 employees, including civil servants, contract-based government employees, and temporary staff. Because the population size was relatively small, total sampling was applied. Thus, all 74 employees were included as respondents. The primary data were collected through structured questionnaires distributed directly to all respondents. Secondary data were obtained from institutional documents, organizational records, regulations, and relevant academic literature. Each questionnaire item was measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

Human resource capacity was measured through indicators of knowledge, skills, work experience, technical competence, and professional ability. Workload was measured through indicators of task volume, task complexity, time pressure, responsibility, and task distribution. Employee performance was measured through indicators of work quality, work quantity, timeliness, responsibility, service effectiveness, and target achievement. Before hypothesis testing, the instrument was tested for validity using Pearson Product Moment correlation and reliability using Cronbach's Alpha. Classical assumption tests were also conducted, including normality, heteroscedasticity, multicollinearity, and autocorrelation tests. Normality was assessed using the Shapiro-Wilk test supported by histogram and probability plot analysis. Heteroscedasticity was examined through scatterplot analysis, multicollinearity was tested using tolerance and Variance Inflation Factor values, and autocorrelation was assessed using the Durbin-Watson statistic. Data were analyzed using SPSS version 26. Multiple linear regression analysis was used to examine the partial and simultaneous effects of human resource capacity and workload on employee performance. The regression model used in this study was:

$$Y = a + b_1X_1 + b_2X_2 + e$$

where Y represents employee performance, X_1 represents human resource capacity, X_2 represents workload, a represents the constant, b_1 and b_2 represent regression coefficients, and e represents the error term. The t-test was used to examine partial effects, the F-test was used to examine simultaneous effects, and the coefficient of determination was used to measure the proportion of variance in employee performance explained by the independent variables.

RESULT AND DISCUSSION

RESULT

Multiple linear regression analysis was employed to examine the causal relationship between two independent variables—Human Resource Capacity and Workload—and the dependent variable, Employee Performance, at the Department of Community and Village Government Empowerment, Women's Empowerment, and Child Protection of South Buru Regency. This analytical technique allows researchers to determine the magnitude and direction of the influence of each independent variable on the dependent variable, both individually and simultaneously. The regression model is formulated as $Y = \alpha + \beta_1X_1 + \beta_2X_2 + e$, where Y represents Employee Performance, α is the constant, β_1 and β_2 are regression coefficients, X_1 denotes Human Resource Capacity, X_2 denotes Workload, and e represents the error term. The results of the multiple linear regression test are presented in Table 1.

Table 1. Results of Multiple Linear Regression Analysis

Variable	B	Std. Error	Beta
Constant	1.985	0.872	–
Human Resource Capacity	0.618	0.126	0.476
Workload	0.534	0.116	0.447

Source: Processed SPSS Data, 2026

Based on the unstandardized coefficients (B), the regression equation can be expressed as $Y = 1.985 + 0.618X_1 + 0.534X_2 + e$. The constant value of 1.985 indicates that if Human Resource Capacity and Workload are assumed to be zero, the baseline value of Employee Performance would be 1.985. This constant reflects the influence of other variables outside the regression model that also affect employee performance. The regression coefficient for Human Resource Capacity is 0.618, meaning that every one-unit increase in Human Resource Capacity leads to an increase of 0.618 units in Employee Performance, assuming Workload remains constant. The standardized Beta value of 0.476 indicates that Human Resource Capacity has a positive and relatively strong influence on Employee Performance. Meanwhile, the regression coefficient for Workload is 0.534, implying that each one-unit increase in Workload increases Employee Performance by 0.534 units, assuming Human Resource Capacity remains constant. The standardized Beta value of 0.447 shows that Workload also has a substantial positive contribution, although slightly smaller than that of Human Resource Capacity. Overall, both independent variables positively affect Employee Performance, with Human Resource Capacity emerging as the more dominant variable in the regression model.

To further examine the individual influence of each independent variable, a partial t-test was conducted. The t-test aims to determine whether each independent variable significantly affects the dependent variable when analyzed separately. With a total of 74 respondents and two independent variables, the degree of freedom was calculated as $df = n - k - 1 = 74 - 2 - 1 = 71$. At a significance level of 0.05 for a two-tailed test, the critical t-value was 1.994. The decision criteria state that if the calculated t-value exceeds the critical t-value and the significance level is less than 0.05, the independent variable significantly influences the dependent variable. The results of the partial t-test are presented in Table 2.

Table 2. Results of Partial t-Test

Variable	t-value	Sig.	Description
Human Resource Capacity → Employee Performance	4.906	< 0.001	Positive and significant influence
Workload → Employee Performance	4.606	< 0.001	Positive and significant influence

Source: Processed SPSS Data, 2026

The findings reveal that Human Resource Capacity has a t-value of 4.906 with a significance level below 0.001, which is far greater than the critical t-value of 1.994. This indicates that Human Resource Capacity has a positive and statistically significant effect on Employee Performance. In practical terms, improvements in employee knowledge, skills, experience, and professional competence directly enhance their work performance. The relatively high t-value confirms that this influence is strong and meaningful rather than incidental. Similarly, Workload has a t-value of 4.606 with a significance level below 0.001, indicating a positive and significant influence on Employee Performance. This suggests that a proportional and well-managed workload can motivate employees to work more efficiently and effectively. When workload is appropriately distributed, employees are encouraged to optimize their abilities and time management, thereby achieving performance targets. However, workload must be managed carefully, as excessive or imbalanced workload may lead to stress and reduced productivity. The results demonstrate that both individual capacity and job conditions are essential determinants of employee performance.

In addition to the partial analysis, a simultaneous F-test was conducted to determine whether Human Resource Capacity and Workload collectively influence Employee Performance. The F-test evaluates the overall significance of the regression model. Using a significance level of 0.05, the decision rule states that if the calculated F-value exceeds the critical F-value and the significance level is below 0.05, the independent variables simultaneously have a significant effect on the dependent variable. The results of the F-test are presented in Table 3.

Table 3. Results of Simultaneous F-Test

Model	F-value	Sig.	Description
Human Resource Capacity & Workload → Performance	121.444	< 0.001	Positive and significant simultaneous effect

Source: Processed SPSS Data, 2026

The F-test results show an F-value of 121.444 with a significance level below 0.001, indicating that Human Resource Capacity and Workload simultaneously have a positive and significant influence on Employee Performance. The calculated F-value is substantially higher than the critical value, confirming that the regression model is statistically significant. Conceptually, this finding implies that employee performance is not determined by a single factor but by a combination of internal competencies and work-related conditions. Human Resource Capacity provides the foundation for employees to perform tasks effectively, while Workload ensures that employees remain engaged and productive when properly allocated. Effective human resource development combined with balanced workload management forms a strategic approach to enhancing organizational productivity and improving the quality of public services in South Buru Regency.

The strength of the regression model was further examined through the coefficient of determination, which measures the proportion of variance in the dependent variable explained by the independent variables. The results are presented in Table 4.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	0.880	0.774	0.767

Source: Processed SPSS Data, 2026

The value of R is 0.880, indicating a very strong correlation between the independent variables and Employee Performance. The R Square value of 0.774 means that 77.4 percent of the variation in Employee Performance can be explained by Human Resource Capacity and Workload. The remaining 22.6 percent is influenced by other factors not included in the model, such as motivation, organizational culture, leadership style, or work environment. The Adjusted R Square value of 0.767 provides a more accurate estimate by accounting for the number of independent variables in the model, indicating that 76.7 percent of the variance in performance is consistently explained after adjustment. These results confirm that the regression model is robust and has substantial explanatory power. In conclusion, the findings demonstrate that enhancing Human Resource Capacity and managing Workload effectively are critical strategies for improving Employee Performance within the Department of Community and Village Government Empowerment, Women's Empowerment, and Child Protection of South Buru Regency. The empirical evidence underscores the importance of investing in employee competence development while simultaneously ensuring balanced workload distribution to achieve optimal organizational performance and high-quality public service delivery.

DISCUSSION

The findings indicate that Human Resource (HR) Capacity has a positive and significant effect on Employee Performance at the Department of Community and Village Empowerment as well as the Department of Women's Empowerment and Child Protection of South Buru Regency. With a regression coefficient of 0.618, a t-value of 4.906, and a significance level below 0.001, the results demonstrate that improvements in employees' education, experience, skills, and professional competencies substantially enhance their performance. This supports the view that public service quality is highly dependent on the capacity of government personnel to manage administrative duties, community empowerment programs, and cases related to women and child protection in a professional manner.

The study also reveals that Workload has a positive and significant influence on Employee Performance, with a regression coefficient of 0.534, a t-value of 4.606, and a significance level below 0.001. This suggests that a measurable and proportionate workload encourages employees to work more effectively and productively, provided that it does not exceed their capacity and lead to stress or decreased motivation. In the context of South Buru Regency, where employees handle multiple responsibilities ranging from village administration to social protection services, careful workload management is essential to maintain optimal performance outcomes.

Furthermore, the simultaneous test results confirm that Human Resource Capacity and Workload jointly have a positive and significant effect on Employee Performance, as indicated by an F-value of 121.444 with a significance level below 0.001. This demonstrates that the combination of competent human resources and balanced workload distribution explains a substantial portion of performance variation. The complex and multi-tasking nature of responsibilities within the departments requires an integrated approach in managing both employee capability and task allocation to ensure effective public service delivery and organizational effectiveness.

The coefficient of determination shows that R Square equals 0.774 and Adjusted R Square equals 0.767, meaning that 77.4% of the variation in Employee Performance can be explained by Human Resource Capacity and Workload,

while the remaining 22.6% is influenced by other factors such as motivation, facilities, or organizational management systems. These findings provide empirical evidence that strengthening HR development through systematic training programs and implementing proportional workload distribution are key strategic measures to enhance employee performance, improve program implementation effectiveness, and elevate the overall quality of public services in South Buru Regency.

CONCLUSION

This study concludes that human resource capacity and workload have positive and significant effects on employee performance at the Department of Community and Village Government Empowerment and the Department of Women's Empowerment and Child Protection of South Buru Regency. First, human resource capacity significantly improves employee performance, indicating that knowledge, skills, experience, technical competence, and professional ability are important factors in supporting effective public service delivery. Second, workload also has a significant effect on employee performance, suggesting that proportionate and measurable task distribution can encourage productivity and efficiency when aligned with employee capacity. Third, human resource capacity and workload simultaneously have a significant effect on employee performance, with an R Square value of 0.774. This means that 77.4% of performance variation can be explained by both variables.

The theoretical implication of this study is that employee performance in public sector institutions should be understood through the interaction between human capital and workload management. The findings strengthen the view that competence alone is not sufficient if task distribution is not properly managed. Conversely, workload can support performance only when employees have adequate capacity and organizational support.

The policy implication is that the Government of South Buru Regency needs to strengthen human resource development and conduct regular workload analysis. The agencies should provide continuous training, certification programs, technical assistance, and capacity-building activities related to village governance, community empowerment, women's empowerment, and child protection. In addition, workload distribution should be reviewed periodically to prevent excessive task burdens and ensure that employees can provide responsive and high-quality public services.

For the community, active participation, feedback, and oversight of government programs are important to promote accountable and responsive public services. For future researchers, it is recommended to include additional variables such as motivation, leadership, supporting facilities, organizational culture, and management systems. Future studies may also expand the research scope to other regions or use mixed methods to obtain deeper insight into employee performance in local government institutions.

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