

Employee Perception of Performance, Quality Of Human Resources, And Workload With an Emphasis on The Role of K3: A Case Study at PT. PLN (Persero) ULP Balige

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Abstract _ This research aims to explore employee perceptions regarding performance, quality of human resources (HR), and workload, as well as how the role of occupational health and safety (K3) contributes to supporting the achievement of employee performance at PT. PLN (Persero) ULP Balige. The approach used is a qualitative approach with a case study method, where data is collected through in-depth interviews, direct observation, and documentation. The results of the study show that the quality of human resources which includes technical competence, discipline, and work attitude has a great influence on employee performance. However, high and uneven workloads are often an obstacle to achieving operational targets. In this context, the implementation of the K3 program has a strategic role as a supporting factor, both in terms of job protection and improving work comfort and safety. These findings indicate that the synergy between human resource quality, workload management, and the implementation of K3 is very important in creating optimal employee performance. This study recommends increasing human resource training, periodic workload evaluation, and strengthening the K3 culture in all work units.

Keywords: *Employee performance, HR quality, workload, occupational health and safety*

I. INTRODUCTION

Employee performance is a crucial aspect in determining the success of an organization, especially in the public service sector such as PT. PLN (Persero) ULP Balige. In an effort to create optimal services, the quality of human resources (HR) and workload are the dominant factors that affect employee performance achievements. According to Rahayu (2023), the quality of superior human resources includes technical competence, work attitude, and willingness to develop, all of which have a direct impact on employee productivity. Meanwhile, Ferine (2022) added that excessive workload can reduce work effectiveness and cause physical and mental fatigue.

On the other hand, in the context of operations in the field, the aspect of Occupational Health and Safety (K3) also plays an important role as a counterweight to work pressure and work environment risks. Sucipto (2014) emphasized that the good implementation of K3 not only prevents work accidents but also increases work comfort so that it has a positive impact on performance. However, in practice, the integration between the quality of human resources, workload, and implementation of K3 has not been fully harmonious in engineering service units, including at ULP Balige.

This research is important to explore more deeply employee perceptions of the relationship between the quality of human resources and workload to their performance, by highlighting the extent to which the role of K3 is able to moderate these dynamics. With a qualitative approach, this study is expected to provide a deeper contextual understanding and become an input for strengthening the HR-based performance management system and work safety in the environment of PT. PLN. ULP Balige.

Employee performance is the main benchmark in assessing the operational success of an organization, especially in the public service sector such as PT. PLN (Persero) ULP Balige. In a competitive and dynamic world of work, the quality of human resources (HR) is an important foundation in supporting work effectiveness and efficiency. Competent, disciplined, and adaptive human resources are able to encourage the improvement of the quality of services to the community. However, not all employees have a uniform level of competence and work ethic, which ultimately has an impact on performance variability in the field (Rahayu, 2023).

In addition to the quality of human resources, workload is another important factor that can affect employee productivity and performance. Excessive, unmeasurable, or inadequate workload can cause psychological stress, physical exhaustion, and even burnout. This is in accordance with the view of Ferine (2022) who states that a disproportionate workload can reduce morale and accuracy in completing tasks. This condition is often found in work practices in PLN's technical service unit, where operational demands are often not balanced with available resources.



In the midst of pressure on quality and quantity of work, the aspect of Occupational Health and Safety (K3) is present as an important element that functions to maintain a balance between productivity and employee protection. Sucipto (2014) emphasized that the application of K3 not only protects workers physically from accidents, but also creates a safer and more comfortable work environment. However, in the reality of the organization, the implementation of K3 is often not optimal, both in terms of supervision, provision of facilities, and employee awareness of the importance of self-protection.

Departing from this phenomenon, it is necessary to conduct an in-depth exploration of employees' perceptions of how the quality of human resources and workload affect their performance, as well as the extent to which K3 plays a supporting or balancing factor in daily work dynamics. A qualitative approach is used in this study to be able to capture the meaning and experience of work more comprehensively, which cannot be reached only through quantitative data. The results of this research are expected to be the basis for improving HR and K3 management policies within PT. PLN (Persero) ULP Balige.

A. Problem Formulation

Based on the above background, the formulation of the problem in this study is:

- 1) *How do employees' perceptions of the quality of human resources (HR) affect their performance at PT. PLN (Persero) ULP Balige?*
- 2) *How is the workload felt by employees and how does it affect their performance?*
- 3) *How is the implementation of Occupational Health and Safety (K3) in the work environment of PT. PLN ULP Balige according to the employee's point of view?*
- 4) *What is the role of K3 in moderating the influence of HR quality and workload on employee performance based on their perception?*

B. Research Objectives

This research aims to:

- 1) *To find out the perception of employees on the influence of the quality of human resources (HR) on their performance at PT. PLN (Persero) ULP Balige.*
- 2) *To understand how workload affects employee performance based on their experience and views.*
- 3) *To explore the implementation of Occupational Health and Safety (K3) within PT. PLN ULP Balige according to employee perception.*
- 4) *To analyze the role of K3 as a factor that moderates the influence of HR quality and workload on employee performance.*

II. THEORETICAL FOUNDATION

A. Performance

Performance, refers to the results achieved by a person in carrying out his duties based on his skills, efforts, and opportunities (Hasibuan, 2017). Theoretically, performance is an achievement of employee work in terms of quality and quantity in accordance with the responsibilities carried out (Mangkunegara, 2017). Quality in this case refers to the level of excellence of the work, while quantity is related to the amount of results obtained. Meanwhile, describing

performance as the result of individual or group work in a company that is carried out in accordance with the authority and responsibilities it has, while still complying with applicable legal rules and ethical norms to achieve the Company's goals (Rivai, 2015). Several experts put forward about employee performance indicators, including to measure employee performance 4 (aspects) are quality, quantity, task performance, responsibility (Mangkunegara, 2017).

According to Wibowo (2022), performance is "the result of work achieved by individuals or groups in an organization, in accordance with their respective authority and responsibilities, in an effort to realize the organization's goals legally and not unlawfully."

Employee performance is the level of achievement of the employee's work in carrying out the tasks for which he is responsible, which reflects his contribution to the organization's goals" (Rahayu, 2018).

B. Factors Affecting Employee Performance

According to Wibowo (2022), there are several main factors that affect employee performance, including:

Abilities and Expertise: An employee's abilities and expertise are the foundation of good performance. Employees who have competencies that are in accordance with their work will find it easier to achieve optimal performance.

- 1) *Motivation: Employee work motivation, both internal and external, greatly affects performance. External factors such as employee well-being, rewards, and a conducive work environment can increase motivation.*
- 2) *Work Environment: A comfortable and safe work environment creates a conducive atmosphere, which can ultimately improve employee performance, while an uncomfortable environment can decrease productivity.*
- 3) *HR personality/quality: Employee personality can also affect performance. Some personality types may be better suited to certain types of work, so they can have a positive impact on performance.*
- 4) *Commitment: An employee's commitment to work and the company also plays an important role in performance. Committed employees tend to be more responsible and dedicated to their work.*
- 5) *Organizational Culture: A positive organizational culture can create a supportive and motivating work environment for employees, which in turn can improve performance.*
- 6) *Leadership: A good leadership style can motivate and empower employees, thus improving overall performance.*
- 7) *Compensation: Fair and competitive compensation can improve employee motivation and performance.*
- 8) *These factors influence each other in shaping individual performance as a whole.*

C. Employee Performance Indicators

Based on Wibowo (2022), performance indicators include:

*Quality of work; Degree of rigor and accuracy of work
Quantity of work; volume of work completed
Punctuality; speed in completing tasks
Responsibility; commitment to the implementation of the task
Work initiatives; Self-Directed Efforts to Solve Problems*

D. Quality of Human Resources

According to Kasmir (2018), the quality of human resources refers to the abilities possessed by individuals in the form of knowledge, skills, attitudes, and work behaviors that reflect professionalism in carrying out their duties and responsibilities. Good quality human resources are characterized by high productivity, strong work ethic, adaptability, and real contribution to the achievement of organizational goals.

The quality of human resources includes individual knowledge, skills, and abilities that can be used to provide professional services (Hutapea and Thoha, 2012). The quality of human resources is a combination of physical abilities, such as physical health, and non-physical abilities, such as work professionalism, thinking capacity, mental balance, and other skills (Wirawan, 2015). With this combination of abilities, individuals are able to optimize their potential, innovate, and work professionally. In this study, the quality of human resources was measured based on five indicators stated, namely understanding of the field of work, knowledge, abilities, work spirit, and skills in planning and organizing (Hutapea and Thoha, 2012).

According to Kasmir (2018), there are several factors that affect the quality of human resources (HR), namely:

- 1) *Education* The level of formal education has a great influence on an employee's insight, analytical skills, and understanding of his duties and responsibilities.
- 2) *Training and Development*; Continuous training can improve technical and non-technical skills so that employees are able to work more professionally.
- 3) *Work Experience*; The longer a person works, the more their skills in dealing with various work situations will be honed.

E. Motivation

Internal and external motivation affects employee enthusiasm and commitment in improving work quality.

- 1) *Physical and Spiritual Health*; Healthy physical and mental conditions support employees' ability to work optimally and productively.
- 2) *Work Environment*; A conducive, safe, and comfortable work environment encourages the improvement of employee work quality.

According to Kasmir (2018), the quality indicators of human resources (HR) can be seen from the following aspects:

- 1) *Education and Knowledge*; Quality human resources have an adequate level of education and a good understanding of their field of duties.
- 2) *Technical Skills and Abilities*; Ability to carry out tasks efficiently and effectively according to their expertise.
- 3) *Attitude and Work Ethics*; Showing a positive attitude, discipline, honesty, responsibility, and having high integrity at work.
- 4) *Work Productivity*; The ability to produce high and quality work output in an efficient time.

- 5) *Innovation and Creativity*; Have the ability to think creatively and provide new ideas for work process improvement.
- 6) *Commitment and Loyalty*; Demonstrate loyalty to the organization and willingness to work with high enthusiasm and dedication.

F. Workload

According to Hasibuan (2020), workload is the amount of work that must be completed by an employee in a certain period of time with established standards and working methods. Workload reflects the volume of tasks that an organization demands of the workforce, both physically and mentally.

Workload refers to a series of tasks or activities that a worker must complete in a certain period of time (Vanchapo, 2020). Meanwhile, workload is the level of effort that must be devoted by a person to meet the demands of the job given (Linda, 2014). Workload is a process carried out by individuals in completing tasks or responsibilities in a group of positions within a set time limit and under normal working conditions (Safitri, 2020). Workload can be measured through several indicators, including targets that must be achieved, work conditions, use of working time, and set work standards (Harini et al., 2018).

According to Sri Rahayu (2023), workload is the overall task and responsibility that must be completed by employees within a certain time in accordance with the capacity, competence, and available resources. An unbalanced workload can reduce performance and cause psychological pressure on employees.

According to Kiki Farida Ferine (2022), workload is the level of work intensity felt by individuals based on the number of tasks, time pressure, and work complexity. Excessive workload can negatively impact employee efficiency, mental health, and job satisfaction.

Factors that affect workload according to Hasibuan (2020) in his book *Human Resource Management*:

- 1) *Number of Tasks or Volume of Work*; The more tasks that must be completed, the higher the workload of employees, both physically and mentally.
- 2) *Available Time*; Limited time to complete work can add to the pressure and increase the workload.
- 3) *Employee Abilities and Skills*; Employees with low competence tend to take longer and more effort to complete tasks, so the workload feels heavier.
- 4) *Work Facilities and Infrastructure*; Lack of work aids, technology, or supporting facilities can slow down work and increase workload.
- 5) *Level of Job Complexity*; Jobs that are complex and require high precision will increase the intensity of the employee's workload.
- 6) *Work Organization*; Uneven division of tasks or inefficient work management can cause some employees to be overloaded.
- 7) *Work Environment*; An uncomfortable or disruptive work environment can reduce concentration and add pressure to get work done.

Workload indicators according to Hasibuan (2020) in the book *Human Resource Management*:

- 1) *Number of Tasks to Be Completed; Describe the number of jobs or responsibilities that employees must complete in a certain period of time.*
- 2) *Time Required to Complete the Task; Indicates whether the available work time is sufficient to complete the work without excessive stress.*
- 3) *Level of Difficulty or Complexity of Work; The more complicated a job is, the higher the workload felt by employees.*
- 4) *Frequency of Additional Tasks Outside of the Main Task; The addition of tasks outside the main job description will increase the workload of employees.*
- 5) *Time Pressure (Deadline); Work with tight deadlines often creates psychological stress and increases the workload.*
- 6) *Physical and Psychological Ability to Complete Work; The compatibility between the employee's capacity (physical and mental) with the demands of the existing job.*
- 7) *Efficiency in the Use of Facilities and Infrastructure; The availability of adequate work aids can ease the workload of employees.*

G. Occupational Health and Safety

Occupational health and safety (K3) is an effort that aims to create protection and safety for workers, companies, the community, and the environment from various risks of accidents and dangers, both physical, mental, and emotional (Sucipto, 2014). K3 as a healthy and safe working condition, not only for workers, but also for companies and the community and the environment around the workplace (Triwibowo & Pusphandani, 2013). Indicators that can be used to measure the effectiveness of K3 in the work environment include work environment factors, human or employee aspects, the use of work tools, and the operation of work machines (Sedarmayanti, 2017).

Factors that affect Occupational Health and Safety (K3) according to Sucipto (2014):

- 1) *Work Environment Factors; A clean, safe, and comfortable work environment greatly affects the health and safety of workers. An uncontrolled environment can lead to accidents and health problems.*
- 2) *Work Equipment and Machinery Factor; The use of tools and machines that are not up to standard or not properly maintained can increase the risk of work accidents.*
- 3) *Human Error; Lack of awareness, training, and work discipline from workers is one of the main causes of work accidents. Careless behavior and ignorance of safety procedures magnify the risk.*
- 4) *Work Procedure and System Factors; The absence of standard operating procedures (SOPs) or non-compliance with SOPs can trigger work accidents.*
- 5) *Organizational and Management Factors of K3; Management's commitment to the implementation of K3 programs, supervision, and routine training greatly determines the success of the implementation of K3 in the company.*

Indicators of Occupational Health and Safety (K3) according to Sucipto (2014) in his book *Occupational Safety and Health (K3)*:

- 1) *Compliance with Safety Procedures; Shows the extent to which workers comply with the applicable standard operating procedures (SOP) in carrying out their duties.*
- 2) *Use of Personal Protective Equipment (PPE); The frequency and consistency of use of PPE such as helmets, gloves, safety shoes, masks, and others in work activities.*
- 3) *the rate of work accidents; The number and type of accidents that occur in the workplace reflect the effectiveness of the implementation of K3.*
- 4) *Preparation and Readiness of Safety Equipment; Availability of fire extinguishers, P3K boxes, emergency evacuation systems, and other safety equipment in the work environment.*
- 5) *K3 Training and Socialization; There is a routine training program and counseling to employees regarding the importance of K3 and how to prevent work risks.*
- 6) *Physical and Psychological Condition of Workers; Pay attention to the fitness and mental health of employees as part of efforts to prevent accidents and occupational diseases.*
- 7) *Safe and Comfortable Working Environment; The temperature, lighting, noise, ventilation, and cleanliness of the work environment support the safety and health of employees.*

III. RESEARCH METHODS

This study uses a qualitative approach with a case study method to explore in depth the perception of employees on the quality of human resources (HR), workload, and performance, as well as the role of occupational health and safety (K3) as supporting factors in the context of the organization.

A. Location and Research Subject

The research was carried out at PT. PLN (Persero) ULP Balige, with the research subjects consisting of permanent employees and operational technical employees who are directly involved in customer service and field operations. Subjects were selected using the purposive sampling technique, which is employees who are considered to have experience and knowledge relevant to the research topic.

B. Data Collection Techniques

Data collection is carried out through:

In-depth interviews with semi-structured guidelines to obtain detailed information from employees regarding their perceptions of the variables being studied.

Direct observation of the conditions of the work environment, operational activities, and implementation of K3 in the field. The documentation study is in the form of internal company data such as performance reports, training records, and K3 documents.

C. Data Analysis Techniques

The data obtained was analyzed using thematic analysis techniques, with the following steps:

Data reduction: selecting relevant important information.

- 2) *Categorization: grouping data based on themes such as HR quality, workload, performance, and K3.*
- 3) *Interpretation of meaning: understanding the relationships between categories in depth.*
- 4) *Drawing conclusions descriptively.*

D. Data Validity Test

To ensure the validity of the data, triangulation techniques are used, both source triangulation (between informants), methods (interviews, observations, documentation), and time. The validity of the data is also strengthened by member checking, which is reconfirming the results of interpretation to informants.

IV. RESULTS AND DISCUSSION

A. Employee Perception of Human Resources Quality

Based on the results of in-depth interviews, most employees stated that the quality of human resources at ULP Balige is quite good, especially in terms of technical capabilities and understanding of operational tasks. However, some informants also highlighted the lack of advanced training and communication skills development as aspects that still need to be improved.

This is in line with the opinion of Rahayu (2023) who emphasizes the importance of comprehensive competency development, including technical and non-technical aspects to encourage maximum performance.

B. Perception of Workload

Employees said that workloads tend to be high, especially in the engineering and distribution services division, where customer demand is increasing but the number of personnel is limited. Heavy workloads have an impact on physical fatigue and inaccuracies in getting the job done. These findings support the view of Ferine (2022) who states that an unbalanced workload can interfere with work effectiveness and trigger work stress.

C. Implementation of Occupational Health and Safety (K3)

Most employees stated that the implementation of K3 has become a work routine, especially the use of personal protective equipment (PPE) when on duty in the field. However, they also admitted that K3 socialization and training had not been carried out regularly and thoroughly to all employees. Some cases of minor accidents still occur due to negligence or speed of completion of tasks that ignore procedures. These findings support the theory of Sucipto (2014) that the success of K3 does not only depend on the availability of safety tools, but also on the awareness and discipline of employees in implementing them.

D. The Role of K3 as Performance Support

Based on the results of the thematic analysis, K3 is seen as a factor that is able to balance the negative impact of high workload and limited human resources. Employees feel safer and more comfortable at work if the K3 procedure is carried out properly. In some cases, K3 also functions as a form of control against work pressure, because it slows down the work process but improves the quality and safety of work.

In general, the findings of the study show that the quality of human resources and workload are interrelated with performance, and the existence of K3 has an important role as a supporting factor. Although K3 does not directly improve

performance, its presence serves to maintain stability and safety in a busy work environment.

V. CONCLUSION

The quality of human resources (HR) at PT. PLN (Persero) ULP Balige is seen as quite good by employees, especially in terms of technical ability. However, there is still a need to improve ongoing training and strengthen soft skills, such as communication and teamwork.

The workload is felt to be quite high, especially in the technical division, which has an impact on physical fatigue and the potential for errors in work. The uneven division of labor is one of the main causes of work pressure in the field.

Occupational Health and Safety (K3) has been applied in daily operations, especially in the use of PPE. However, awareness and discipline in implementing K3 procedures still need to be improved through regular training and consistent supervision.

K3 acts as a balancing factor, which is able to mitigate the negative impact of high workload and limited quality of human resources. With a good implementation of K3, employees feel more protected and motivated to work safely and productively.

VI. SUGGESTION

Based on the above findings, the suggestions that can be given are:

Improving the Quality of Human Resources: Management of PT. PLN (Persero) ULP Balige is advised to strengthen employee training and development programs on a regular basis, both in technical aspects and soft skills such as communication, leadership, and customer service. This is important to maintain employee competence and readiness to face the ever-evolving work challenges.

Workload Management: Companies need to evaluate and redistribute tasks regularly to ensure that the workload is divided fairly and proportionately. The addition of personnel or the implementation of a shift work system can be a solution to reduce overwork pressure in certain divisions.

Strengthening K3 Implementation: The implementation of K3 needs to be strengthened through regular training, increasing employee awareness of the importance of work safety, and strict supervision of compliance with the use of personal protective equipment (PPE). Management also needs to provide adequate K3 facilities and in accordance with standards.

Synergy between HR, Workload, and K3: PT. PLN ULP Balige is expected to build an integrated work system between human resource development, workload control, and the implementation of K3. This synergy will create a productive, safe work environment and support the continuous improvement of employee performance.

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