



Literature Review the Effect of Division of Work and Workload on Work Effectiveness and its Impact on Employee Performance

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews Determination Work Effectiveness and Employee Performance: Analysis of the Division of Work and Workload , A Study of Human Resource Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research . The results of this research library are that: 1) Division of Work has an effect on Work Effectiveness; 2) The division of labor has an effect on employee performance; 3) Workload affects Work Effectiveness; 4) Workload affects employee performance; and 5) Work Effectiveness has an effect on Employee Performance.

Keyword: Division of Work, Workload, Work Effectiveness and Employee Performance

INTRODUCTION

Background of the Problem

The success of an organization in achieving predetermined goals is highly dependent on the ability of its human resources to carry out their duties. Aspects of human resources that influence, among others, are work effectiveness and employee performance.

Efforts to improve work effectiveness and employee performance include paying attention to the division of labor of each member of the organization, as well as increasing the workload, namely physical workload or mental workload, as well as paying attention to compensation given to employees, namely compensation on a regular basis.

Based on the empirical experience of other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory being studied, to see the relationship between variables and build hypotheses, it is also very necessary in the discussion section of

research results. This article discusses the effect of division of labor and workload on work effectiveness and its impact on employee performance (A Literature Study Marketing Management).

Formulation of the problem

Based on the background, it can be formulated the problems to be discussed in order to build hypotheses for further research, namely:

- 1) is Division of Work influential on Work Effectiveness?.
- 2) is Workload affect employee performance ? .
- 3) is Division of Work effect on Employee Performance?.
- 4) is Workload effect on Work Effectiveness ? .
- 5) is Work Effectiveness affects Employee Performance?.

LITERATURE REVIEW

Work Effectiveness

According to Saxena (in Adam, 2010:176) states that: "Effectiveness is a measure that states how far the target (quality, quantity, time) has been achieved. The greater the target achieved, the higher the level of effectiveness. This concept is more focused on output orientation. The problem of using input is not an issue in this concept . In general , government organizations (which are not for profit) are oriented towards achieving effectiveness.

Work effectiveness is a condition in which physical and spiritual activities carried out by humans can achieve the desired results (Handoko, 2005; 103).

As for effectiveness, according to Winardi (2004:81), "what is meant by it is the relationship between an organization and its environment"

Syamsuri (2016) states that effectiveness is a condition that can increase the success of management activities in achieving their goals. Effectiveness includes all the resources, finances, facilities and infrastructure that have been previously determined to produce a product with quality quality at a predetermined time.

Employee Performance

According to Hasibuan (2002: 160), performance is a result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. Performance is the result of work both in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities that have been given to him (Mangkunegara, 2006) .

According to Edison et al. (2016: 206) performance is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions and agreements. Meanwhile, according to Sedarmayanthi (2010: 260) states that performance is the result of work that can be obtained by workers, a management process or an organization as a whole, where the results of the work can be demonstrated in real terms both in terms of quality and quantity

According to Rivai (2018) , the aspects assessed in performance are grouped into three, namely:

- a) Technical ability, namely the ability to use knowledge, methods, techniques and equipment to carry out tasks.
- b) Conceptual ability, namely the ability to understand organizational problems as a whole, in which the individual understands the duties, functions, and responsibilities as employees.
- c) Interpersonal relationship skills, namely the ability to work together with co-workers.

The performance of this employee has been studied by many previous researchers including (Paramitadewi, 2017) , (Wahyuni & Irfani, 2019) , (Wisyatmini & Hakim, 2008) and (Tjibrata et al., 2017) .

Division of work

The division of labor is a breakdown of the grouping and details of tasks that are similar or closely related to each other to be carried out by a certain official. (Sutarto in Murti, 2015).

According to Hasibuan (2007:33) The division of labor is written information outlining duties and responsibilities, working conditions, job relationships, and aspects of work in a particular position in the organization. Meanwhile, according to Rivai (2004:125) the division of tasks is the result of job analysis as a series of activities or processes of collecting and processing information about work. According to Nitisemito (2006 :118) The division of labor is a written record of the responsibilities of a particular job. This document shows the qualifications required for the position and describes how the job relates to other parts of the company.

Furthermore, the division of labor proposed by Ulber Silalahi (2014: 190) is "The division of labor is an activity to break down work into specialized task units so that each member of the organization is responsible for carrying out a limited set of tasks, not the whole task. In order for the organization to survive in a competitive environment, the organization must carry out an effective division of labor. The division of labor is based on organizational goals. Based on these goals, the organizer determines the essential and specific tasks to be carried out by each person in each organizational unit.

Workload

Workload is the amount of work that must be carried out by a position/organizational unit and is the product of the work volume and the time norm (Permendagri No 12/2008) . According to Permendagri No 12/2008, workload analysis is carried out on the following aspects : Time norms, namely the time used to complete tasks/activities; Work volume, obtained from the target of carrying out tasks to obtain work results; Effective working hours which is a measuring tool in conducting workload analysis.

The workload analysis uses the method of comparing the workload with the effective working hours per year. The workload is obtained from the product of the work volume with the time norm.

According to Munandar (2001) that workload is a condition of work with job descriptions that must be completed within a certain time limit. (Ach yana, 2016) states that there are two factors that affect the workload, namely external factors and internal factors. External factors are factors that come from outside the employees themselves, which consist of the tasks performed that are both physical and mental. While internal factors are factors that come from within the employees themselves, as a result of reactions to external workloads.

The workload has been studied by many previous researchers including (Zaki & Marzolina, 2016) , (Purbaningrat Yo & Surya, 2015) , (Paramitadewi, 2017) , (Arifin et al., 2019) , (Sitepu, 2013) , and (Antoni et al., 2021) .

Table 1: Previous research

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
1	Jonathan Mostgi (2015)	Division of Work affects Work Effectiveness	Division of Work affects Work Effectiveness	Division of Work and Workload affect employee performance, workload affects work effectiveness, and work

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
				effectiveness affects employee performance
2	Sunandar et al. (2019)	Division of Work affects Work Effectiveness	Division of Work affects Work Effectiveness	Division of Work and Workload affect employee performance, workload affects work effectiveness, and work effectiveness affects employee performance
3	Hikmawati et al. (2019)	There is a direct influence of the division of labor on work effectiveness	Division of Work affects Work Effectiveness	Division of Work and Workload affect employee performance, workload affects work effectiveness, and work effectiveness affects employee performance
4	Hamizar (2011)	Workload affects employee performance	Workload affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Division of Work affect Work Effectiveness, and Work Effectiveness affect Employee Performance
5	(Rolos et al., 2018)	Workload has a negative and significant effect on employee performance	Workload affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Division of Work affect Work Effectiveness, and Work Effectiveness affect Employee Performance
6	Santoso et al (2022)	Partial workload has a positive and significant effect on employee performance	Workload affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Division of Work affect Work Effectiveness, and Work Effectiveness affect Employee Performance
7	Rohman et al. (2021)	Workload affects employee performance	Workload affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Work Division affect Work Effectiveness, and Work Effectiveness affect Employee Performance
8	Vilany et al. (2019)	There is a significant effect of division of labor on employee performance	The division of labor affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Workload affect Work Effectiveness, and Work Effectiveness affect Employee Performance
9	Budi Santoso (2016)	Discipline and division of labor affect employee performance	The division of labor affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Workload affect Work Effectiveness, and Work Effectiveness affect Employee Performance

No	Author (year)	Previous Research Results	Equation with this article	Difference with this article
10	Herawati (2016)	The division of labor has a positive effect on employee performance	The division of labor affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Workload affect Work Effectiveness, and Work Effectiveness affect Employee Performance
11	Dwi Hatmojo et al. (2016)	Recruitment, training and the division of labor has a positive and significant influence either simultaneously or partially on employee performance	The division of labor affects employee performance	Division of Work and Workload affect Employee Work Effectiveness, Workload affect Work Effectiveness, and Work Effectiveness affect Employee Performance
12	Indriati (2021)	Workload has a significant effect on employee work effectiveness	Workload affects Effectiveness	Division of Work and Workload affect employee performance, workload affects employee performance, and work effectiveness affects employee performance
13	Novita Sari et al. (2021)	Workload has a positive effect on Employee Work Effectiveness	Workload affects Effectiveness	Division of Work and Workload affect employee performance, workload affects employee performance, and work effectiveness affects employee performance
14	Nugraha et al. (2021)	Workload has a negative and significant effect on Work Effectiveness	Workload affects Effectiveness	Division of Work and Workload affect employee performance, workload affects employee performance, and work effectiveness affects employee performance
15	Purnama et al. (2017)	There is an effect of Work Effectiveness on Employee Performance	Work Effectiveness affects Performance	Division of Work and Workload affect Work Effectiveness and Employee Performance
16	Nelson (2020)	There is an effect of Work Effectiveness on Employee Performance	Work Effectiveness affects Performance	Division of Work and Workload affect Work Effectiveness and Employee Performance
17	Shofiana Syam (2020)	There is an effect of Work Effectiveness on Employee Performance	Work Effectiveness affects Performance	Division of Work and Workload affect Work Effectiveness and Employee Performance

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of *this literature review article* in the concentration of Human Resource Management is:

The Effect of Division of Labor on Work Effectiveness .

The division of labor affects the effectiveness of employees' work due to the placement of employees in carrying out their duties and responsibilities and the ability of employees to carry out the assigned tasks appropriately in completing the work (Palinggi, 2015).

The division of labor affects work efficiency. As for the implementation of the division of labor that has not been optimal, the effectiveness of work is hampered or has not been achieved. The obstacles encountered are human resources who have not mastered the work and additional activities outside of working hours (Sunandar et al., 2019).

The division of labor has a direct effect on work efficiency in line with research conducted by: (Hikmawati et al ., 2019) , (Mahendrawan, 2015) , and (Purbaningrat Yo & Surya, 2015) .

Effect of Workload on Employee Performance .

Workload affects employee performance , where the dimensions or indicators of workload (stamina and physical, responsibility, time, rest, work motivation, complex, emotion) affect the dimensions or indicators of employee performance (Ability to complete work, effectively, efficiently, responsibility, discipline, ability) (Hamizar, 2011).

The workload given to employees affects the performance produced in an organization, this shows that the workload given to employees with the ideal amount affects the positive performance output in the organization (Hamizar, 2011).

The workload has a negative and significant effect on employee performance, this explains if the workload increases it will reduce the potential for employee performance and conversely the workload decreases it will increase the potential for employee performance (Rolos et al, 2018).

Workload partially positive and significant effect on performance. There is a relationship between workload and performance, namely: if the increased fatigue of workers in completing their work is not in accordance with their physical and mental abilities, it can lead to reduced work capacity and body resistance so that it will have an impact on decreasing employee performance (Santoso et al., 2022).

Workload affects employee performance, this is in line with research conducted by: (Hamizar, 2011), (Rolos et al, 2018), (Santoso et al., 2022), and (Rohman et al., 2021).

The Effect of Division of Work on Employee Performance .

The division of labor affects work performance , where the dimensions or indicators of the division of labor (details of activities, task details, number of tasks, task variance, task

load, accuracy in placing employees, adding or reducing employees) affect the dimensions or indicators of employee performance (quality, quantity) , implementation of duties and responsibilities) (Arifin et al., 2019) .

To improve employee performance by paying attention to the division of labor , what must be done by management is to increase the value of the division of labor in which the distribution has a positive effect on employee performance. (Arifin et al., 2019) .

Simultaneously, the variable division of labor has a positive effect on employee performance. Partially, the dimensions of the division of labor that have a positive effect on employee performance are: the dimensions of the details of activities, the workload assigned, the proper placement of employees and the assessment of work results (Herawati 2016).

Workload affects employee performance, this is in line with research conducted by: ((Arifin et al., 2019) , (Arifin et al., 2019) , (Herawati 2016) and (Dwihatmojo et al. , 201 6)

Effect of Workload on Work Effectiveness .

Workload has a significant effect on Employee Work Effectiveness. Workloads that are in accordance with standards and are not excessive will be able to increase the Work Effectiveness of Employees and the Company (Novfita Sari et al., 2021).

Workload affects Employee Work Effectiveness. The higher the workload, the lower the work effectiveness . The determination of the workload of each employee must be carried out properly, so that there is no overwork or underemployment of employees. If the employee has a higher ability than the demands of the existing job, it will cause boredom. Conversely, if the ability of the employee is lower than the demands of the job, it will cause fatigue in the employee. In addition, a high workload or not in accordance with the ability of employees will affect employees in carrying out their work. Employees will be late in completing their assigned tasks. This results in a decrease in the effectiveness of employees' work, because the amount of work that must be completed is not proportional to their abilities (Indriati, 2021).

Workload affects work effectiveness , this is in line with research conducted by: (Novfita Sari et al., 2021), (Indriati, 2021) , and (Nugraha et al. , 2021) .

Effect of Work Effectiveness on Employee Performance .

Work Effectiveness has an effect on employee performance , based on the research of Purnama et. al (2017) that the work effectiveness variable explains the variation of changes to the employee performance variable, while the rest is explained by other factors not examined in the study. Each increase in the work effectiveness variable will be followed by an increase in the employee performance variable.

Work Effectiveness affects Employee Performance, this is in line with research conducted by: (Shofinan Syam, 2020) and Nelson (2020)

Conceptual Framework

Based on the problem formulation, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for thinking in this article is as follows.

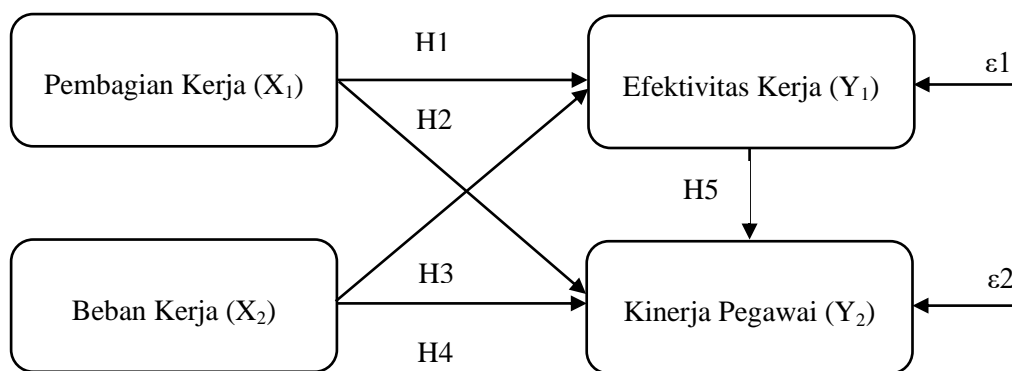


Figure 1: Frame of Mind

Based on the conceptual framework picture above, then: Workload and Compensation affect Job Satisfaction and Employee Performance either directly or indirectly.

Apart from the workload and workload variables that affect work effectiveness and employee performance, there are still many other variables that influence it, including the following variables:

- 1) Leadership: (Limakrisna et al., 2016) , (Bastari et al., 2020) , (Anwar et al., 2020) , (Ali et al., 2016) , (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) , (Chauhan et al., 2019) and (Elmi et al., 2016) .
- 2) Commitment: (Limakrisna et al., 2016) , (Harini et al., 2020) , (Prayetno & Ali, 2017) , (Riyanto, Yanti, et al., 2017) and (Masydzulhak et al., 2016)
- 3) Creativity: (Desfiandi et al., 2017) , (Yacob et al., 2020) , (Richardo et al., 2020) , (Christina Catur Widayati et al., 2020) , (Prayetno & Ali, 2020b) dan (CC Widayati et al., 2020) .
- 4) Motivation: (Riyanto, Sutrisno, et al., 2017) , (Prayetno & Ali, 2017) , (Chauhan et al., 2019) , (A. Rivai et al., 2017) , (Prayetno & Ali, 2017) , (Bastari et al., 2020) , (Masydzulhak et al., 2016) dan (Aima et al., 2017)
- 5) Knowledge: (Desfiandi et al., 2017) , (Prayetno & Ali, 2020a) , (Mukhtar et al., 2016) , (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017) , and (Toto) Handiman & Ali, 2019) .
- 6) Education : (Sari & Ali, 2019) , (Ali & Sardjijo, 2017) , (SiVARAM et al., 2019) , (Chauhan et al., 2019) , dan (Sulaeman et al., 2019) , (No et al., 2017) .
- 7) Planning: (Ashshidiqy & Ali, 2019) , (Ali et al., 2016) , (Ali et al., 2016) , (No et al., 2017) , and (Darwisyah Darwisyah, Kemas Imron Rosadi, 2021) , (F. Saputra & Ali, 2022)

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research: The division of labor affects the effectiveness of work; The division of labor has an effect on work performance; Workload affects Work Effectiveness; Workload has an effect on employee performance; Work Effectiveness has an effect on Employee Performance .

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that affect Work Effectiveness and Employee Performance , in addition to Work

Effectiveness and Employee Performance at all types and levels of organizations or companies, therefore further studies are needed to looking for other factors that can affect Work Effectiveness and Employee Performance other than those examined in this article such as : Organizational Culture, Work Discipline, Work Environment and Work Motivation.

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