

OPTIMIZING HR OPERATIONS THROUGH HUMAN CAPITAL CAPABILITY AND WORKLOAD STRUCTURING

Arif Rachman Putra, Didit Darmawan
Universitas Sunan Giri Surabaya
Email: arifrachmanputra.caniago@gmail.com

Abstrak – Penelitian ini mengkaji pengaruh Kompetensi SDM dan Manajemen Beban Kerja terhadap Efisiensi Operasional SDM di perusahaan menengah di Surabaya dengan 398 karyawan. Meningkatnya permintaan akan layanan administratif yang lebih cepat, akurasi data SDM yang lebih tinggi, dan proses yang lebih efisien mengharuskan unit SDM untuk meningkatkan kemampuan sumber daya manusianya sambil mengelola beban kerja administratif secara lebih sistematis. Kompetensi SDM didefinisikan sebagai kombinasi dari keahlian teknis, kemampuan analitis, kemampuan interpersonal, dan pengetahuan regulasi yang memungkinkan staf SDM untuk memberikan layanan yang andal dan responsif. Manajemen Beban Kerja mencerminkan kemampuan organisasi untuk mendistribusikan tanggung jawab administratif secara proporsional dan mencegah kelebihan beban peran yang dapat mengganggu ketepatan waktu dan akurasi layanan. Menggunakan pendekatan kuantitatif dengan data yang dikumpulkan dari 284 karyawan melalui kuesioner online, penelitian ini menggunakan regresi linier berganda untuk menguji efek langsung kedua variabel independen terhadap Efisiensi Operasional SDM. Hasil menunjukkan bahwa Kompetensi SDM secara signifikan meningkatkan kecepatan proses, akurasi, dan optimasi sumber daya, sementara Manajemen Beban Kerja yang efektif berkontribusi pada penyelesaian layanan tepat waktu dan pengurangan kesalahan administratif. Bersama-sama, kedua prediktor tersebut menjelaskan lebih dari setengah varians dalam Efisiensi Operasional SDM. Temuan ini menyoroti pentingnya memperkuat kemampuan SDM dan mengatur beban kerja administratif untuk membangun fungsi SDM yang lebih fleksibel dan berprestasi tinggi.

Kata kunci: Kompetensi SDM, pengelolaan beban kerja, efisiensi operasional SDM, kinerja administratif, layanan karyawan.

Abstract – This study examines the influence of HR Competence and Workload Management on HR Operational Efficiency in a medium-scale company in Surabaya with 398 employees. The growing demand for faster administrative services, higher accuracy of HR data, and streamlined processes requires HR units to improve their human capital capability while managing administrative workloads more systematically. HR Competence is conceptualized as the combination of technical mastery, analytical ability, interpersonal capability, and regulatory knowledge that enables HR staff to deliver reliable and responsive services. Workload Management reflects the organization's ability to distribute administrative responsibilities proportionally and prevent role overload that may disrupt service timeliness and accuracy. Using a quantitative approach with data

collected from 284 employees through an online questionnaire, this study employs multiple linear regression to test the direct effects of both independent variables on HR Operational Efficiency. The results demonstrate that HR Competence significantly enhances process speed, accuracy, and resource optimization, while effective Workload Management contributes to timely service completion and reduced administrative errors. Together, the two predictors explain more than half of the variance in HR Operational Efficiency. These findings highlight the strategic importance of strengthening HR capability and structuring administrative workload to build a more agile and high-performing HR function.

Keywords: *HR competence, workload management, HR operational efficiency, administrative performance, employee services.*

INTRODUCTION

The role of Human Resources (HR) in modern organizations has undergone significant changes in line with increasing operational complexity and demands for administrative efficiency. HR units are no longer considered merely administrative task executors, but have evolved into strategic functions that provide added value to organizations. One way this added value is realized is through improving the quality of human resources within the HR unit itself, as high-quality human resources have a positive correlation with employee performance and loyalty within the organization (Darmawan et al., 2020). This change requires an increase in the competence of HR staff as well as a more systematic workload arrangement so that work processes can be carried out quickly, accurately, and consistently.

HR operational efficiency becomes even more crucial when organizations face competitive pressures and the need to minimize costs without compromising service quality. In such conditions, the ability of HR staff to perform technical, analytical, and interpersonal tasks

plays an important role in establishing a smooth workflow and reducing the potential for errors (Calabrese, 2012). This efficiency can be achieved through innovation in human resource management, which is key to improving an organization's competitiveness amid global dynamics (Abdulah et al., 2021). Administrative accuracy, service speed, and data accuracy are key indicators of whether the HR unit is able to meet the expectations of the organization and employees.

However, the high administrative burden, which is repetitive and can change dynamically, is often a major challenge for HR units. The imbalance between the volume of tasks and staff capacity can result in service delays, increased stress levels, and a decline in the quality of data-based decisions (Ali & Darmawan, 2023). This situation emphasizes the importance of Workload Management as a process control mechanism that ensures workloads are distributed proportionally.

The literature shows that HR staff competence is the foundation for process efficiency. Ulrich et al. (2012) emphasize that competent HR staff

perform administrative functions and are able to manage information, respond to employee needs, and support strategic organizational decisions. The emphasis on competence also shows the relationship between competence and work quality (Darmawan et al., 2016). Thus, HR competence is not only a matter of technical skills but also comprehensive capabilities that determine the success of HR functions, including strategic capital that can improve individual performance (Hariani & Putra, 2024).

On the other hand, organizations often face obstacles in managing HR workloads effectively (Darmawan, 2024). Role Stress Theory explains that excessive workloads can trigger role overload, which impacts work performance. When a single HR staff member shoulders too many tasks, the quality and accuracy of services will be compromised. Conversely, a proportional distribution of tasks creates operational stability and strengthens the consistency of administrative processes.

Despite the importance of these two factors, many companies still view HR operational efficiency as solely the result of technology or automation systems (Mardikaningsih & Hariani, 2023). In fact, efficiency cannot be achieved solely through digital tools without accompanying improvements in staff competence and proper workload management. In other words, human components and work structure are two complementary elements in building the effectiveness of an HR unit.

In practice, various organizations still face a gap between

the expected HR service standards and the actual capabilities of HR units in meeting daily administrative needs (Ochieng, 2023). Employees who need fast and accurate services often encounter obstacles due to slow or inaccurate processes. This gap indicates fundamental problems related to staff competence and workload that are not optimally managed.

Previous studies have emphasized the importance of HR digitalization, but relatively few have specifically highlighted the role of HR staff competence and workload management as direct determinants of operational efficiency. This creates an important research space to understand the relationship between these two variables and the effectiveness of HR processes in greater depth. By focusing on human and structural factors, this study provides a more comprehensive contribution to the study of HR efficiency.

This condition is particularly relevant in large companies with complex administrative processes, including companies in Surabaya, which is the location of this study. With nearly 400 employees, the HR unit plays a central role in managing data, administrative services, and various other internal processes. The challenges faced in managing the volume of tasks and maintaining service quality make this company an appropriate subject for examining the phenomenon of HR operational efficiency.

Based on these developments, empirical research is needed to examine the extent to which HR Competence and Workload

Management influence HR Operational Efficiency. This study aims to address the organization's need to understand the key factors that determine the effectiveness of HR operations and provide a conceptual and practical basis for improving the HR work system in the future.

This study aims to analyses the influence of HR Competence and Workload Management on HR Operational Efficiency. In particular, this study seeks to explain the extent to which HR staff competence contributes to improving the speed, accuracy, and effectiveness of HR administration services, as well as how proportional workload management can strengthen process consistency and reduce administrative errors. Through this research, it is hoped that a deeper understanding of the internal factors that shape HR operational efficiency can be obtained and provide strategic insights for improving HR functions in modern organizations.

METHOD

This study was conducted at a company located in Surabaya, which employs 398 active employees. The selection of the research location was based on the characteristics of the company, which has a complex HR administrative structure, a high volume of HR work, and a tendency to face operational efficiency challenges that are relevant for analysis through the variables of HR competence, workload management, and HR operational efficiency. All operational employees and administrative staff were included in the population, while leaders, supervisors, and managers were

excluded because they were not direct recipients of daily HR services and had different roles in the organizational governance structure.

The research sample was determined based on the number of respondents willing to complete the questionnaire distributed through the company's employee WhatsApp Group. Given the quantitative nature of the research, which requires sufficient data but does not require the entire population to be included, the sampling technique used non-probability sampling with a purposive sampling approach. This method was chosen because only employees who met certain criteria were eligible to be respondents, namely those who worked at the staff level, had worked for at least one year, and were directly involved in the use of HR services. Purposive sampling is a technique commonly used in organizational research when researchers need respondents who have direct experience related to the research variables. Sekaran and Bougie (2016) explain that purposive sampling is used when researchers want to ensure that the unit of analysis truly has relevant information on the phenomenon being studied. Meanwhile, Etikan et al. (2016) state that purposive sampling is effective in applied research that requires respondents with specific characteristics to ensure the accuracy of empirical data. Using this method, the sample size depends on the responses received, and the research is stopped when the number of respondents reaches a level sufficient for statistical analysis, namely one hundred people or more.

The research instrument was a structured questionnaire developed based on the indicators of each variable. All items were measured using a five-point Likert scale, namely strongly disagree, disagree, neutral, agree, and strongly agree. This scale was chosen because it is able to capture the intensity of respondents' perceptions clearly and is commonly used in management research. The five-point scale also provides sufficient sensitivity to distinguish variations in employee attitudes and experiences related to HR competence, HR workload, and HR operational efficiency. Operational definitions of variables were developed to provide clear measurement boundaries.

HR Competence or HR Staff Capability (X1) describes the level of knowledge, skills, and professional abilities possessed by HR staff to perform HR management functions effectively. This competence includes technical capacity, analytical skills, interpersonal skills, and a comprehensive understanding of employment policies and modern HR practices. Ulrich et al. (2012) state that HR competence consists of strategic positioner, credible activist, capability builder, change champion, and human capital curator, all of which emphasize the strategic role of HR staff in supporting organizational performance. With these competencies, HR staff carry out administrative tasks and contribute to planning, HR development, and data-based decision making.

In HR service practice, Hayes and Ninemeier (2009) assert that the high competence of HR staff will determine the quality of services

provided. HR staff who master technical tasks are able to complete administration quickly and accurately, while those with strong interpersonal skills can provide more responsive and employee-oriented services. Thus, improving HR Competence directly improves operational effectiveness, speeds up work processes, and enhances the service experience for all employees.

The HR Competence variable (X1) can be explained through several key indicators. The first indicator is HR Knowledge Mastery, which is the level of HR staff's understanding of labor policies, administrative procedures, and HR functions as a whole. The next indicator is Technical HR Skills, which reflects the ability of staff to operate HRIS, manage personnel administration, payroll, and HR documentation. Another aspect is Analytical & Problem-Solving Ability, which is the ability of HR staff to analyses data, find the root of administrative problems, and solve them quickly and accurately. Communication and service skills are described through the Interpersonal & Service Skills indicator, which includes the skills of building positive working relationships and providing professional services. Finally, the Regulation Compliance Capability indicator shows the ability of HR staff to ensure that every HR process complies with labor regulations and organizational standards, thereby minimizing administrative and legal risks.

Workload Management or HR Workload (X2) describes how organizations manage, distribute, and control the workload of HR staff to align with their capacity, time, and

resources. Workload management is a determining factor in the smooth running of HR administrative processes because excessive task volumes can affect service accuracy, reduce work quality, and increase the risk of errors. Kahn et al. (1964), through Role Stress Theory, emphasize that an imbalance between job demands and individual capacity creates role overload, which can trigger psychological stress, fatigue, and decreased work performance. This principle is the basis for why Workload Management is a variable widely used in modern bureaucracy research to explain the effectiveness of public services and internal organizational administrative services.

In human resource management, Kim and Wang (2018) emphasize that good workload management has a direct impact on the effectiveness of HR administrative processes. When organizations are able to control task volume, allocate responsibilities proportionally, and ensure that each task can be completed within a reasonable time frame, HR processes run faster, more accurately, and more stably. Thus, Workload Management serves as a safety mechanism that maintains the quality of HR services, reduces work stress levels, and ensures that HR staff remain capable of providing the best service even when faced with high administrative demands.

The Workload Management variable (X2) can be understood through several important indicators. The first indicator is Task Distribution Fairness, which is the perception that the workload is distributed proportionally among HR staff, so that no individual is overburdened. The

next indicator is Workload Volume Control, which shows the organization's ability to control the number of administrative tasks so that they remain within the capacity of HR staff. Task completion efficiency is reflected in the Process Manageability indicator, which describes the extent to which HR staff can complete their work within a reasonable amount of time and energy. Psychological conditions are also part of this model through the Stress and Fatigue Reduction indicator, which measures the minimization of pressure and fatigue resulting from proper workload management. Finally, the Service Completion Timeliness indicator shows the ability of HR staff to complete services on time as a result of effective and measurable workload distribution.

HR Operational Efficiency is a description of how effectively the HR function carries out its administrative processes in terms of service speed, data accuracy, cost savings, and optimization of available resources. This efficiency is not only about working faster, but also about how the HR unit is able to create a simple workflow with minimal obstacles, producing consistent and accurate outputs. Ulrich et al. (2017) emphasize that operational efficiency arises when repetitive manual work can be reduced, administrative procedures simplified, and technology used as the main driver of process improvement. When HR achieves optimal efficiency, its role changes from a mere administrative function to a strategic partner that makes a real contribution to organizational performance.

Operational efficiency also reflects an organization's ability to ensure that every HR process runs through a structured, automated, and data-driven system. Dulebohn and Johnson (2013) explain that efficiency is not only measured by how quickly a service is completed, but also by the extent to which HR is able to minimize errors, save money, and direct resources to activities of strategic value. Reilly and Williams (2016) add that operational efficiency is an important benchmark for assessing the health of the HR administration system as well as determining HR's readiness to face the increasingly dynamic demands of modern organizations.

The HR Operational Efficiency variable can be explained through several main components. The Process Speed Improvement indicator describes HR's ability to accelerate the completion of various administrative processes so that services become more responsive. The Cost Reduction indicator shows that good efficiency should be accompanied by a reduction in administrative costs due to more concise and technology-assisted processes. The Reduction of Manual Work indicator emphasizes the importance of reducing repetitive work so that HR staff can shift their focus to strategic activities such as human resource development or performance management. Data reliability is reflected in the Data Processing Accuracy indicator, which ensures that organizational decisions are based on accurate and valid information. Finally, the Resource Optimization indicator describes how time, energy, and technology are

optimally utilized in each HR process, so that no resources are wasted or used disproportionately.

The analysis technique used is multiple linear regression because this study aims to test the simultaneous and partial effects of two independent variables on one dependent variable. The analysis was conducted after all data were declared valid and reliable through validity and reliability tests. The use of multiple linear regression allowed researchers to see the contribution of each independent variable in explaining the dependent variable and to determine which variables had a dominant influence on HR operational efficiency. Thus, this research method was designed to provide a strong scientific basis, ensure data accuracy, and enable accurate empirical analysis of the relationship between HR competence, HR workload, and HR operational efficiency in the company.

RESULTS AND DISCUSSION

A total of 284 employees participated in the questionnaire distributed through the workers' WhatsApp Group. This number represents approximately 71 per cent of the total 398 active workers in the company, providing a sufficiently strong level of representation for statistical analysis. The respondents involved were non-supervisory employees from various divisions, including administration, production, logistics, and finance. The composition of respondents based on gender showed a relatively balanced proportion, although there was a slight predominance of male employees. In terms of age, the majority of respondents were in the productive

range of 26 to 35 years old, reflecting the company's workforce structure, which is dominated by young operational workers. In addition, most respondents had worked for between two and five years, indicating that they had a sufficient understanding of work processes and experience interacting with the HR unit in various administrative activities.

The distribution of formal education showed that the majority of respondents were high school/vocational school graduates, followed by diploma and bachelor's degree holders. This indicates that the

company relies on technical and operational workers to carry out its production activities. Overall, the respondent profile depicts a fairly heterogeneous workforce in terms of age, length of service, and education, but a homogeneous workforce in terms of position, as all respondents are at the staff level. This condition strengthens the quality of the research data, as perceptions of HR competence, HR workload, and HR operational efficiency come from employees who interact directly with HR administrative services on a daily basis.

Table 1. Research Respondent Profile (N = 284)

Characteristics	Category	Amount	Percentage
Gender	Male	168	59.2%
	Female	116	40.8%
Age	≤ 25 years old	72	25.4%
	26–35 years old	139	48.9%
	36–45 years old	56	19.7%
	> 45 years old	17	6.0%
Education	Secondary school/vocational school	171	60.2%
	Diploma	61	21.5%
	Bachelor's degree	49	17.3%
	Master's degree	3	1.0%
Length of Service	1–2 years	84	29.6%
	3–5 years	121	42.6%
	6–10 years	56	19.7%
	> 10 years	23	8.1%
Division of Labour	Production	143	50.4%
	Administration	59	20.8%
	Logistics	42	14.8%
	Finance	24	8.5%
	Other	16	5.6%
Total Respondents		284	100%

The results of descriptive analysis of 284 respondents showed a positive assessment trend across all research variables. The HR Competence variable (X1) obtained a

high average, indicating that the majority of respondents assessed HR staff as having adequate technical, administrative, and interpersonal skills. The relatively small standard deviation

value indicates that respondents' perceptions are fairly consistent.

The Workload Management variable (X2) also showed an average value in the medium-high category. This indicates that most respondents feel that the HR workload is managed quite well, although the variation in scores shows that some respondents still feel that there is an imbalance in the distribution of tasks and a high

volume of administrative work at certain times.

Meanwhile, HR Operational Efficiency (Y) obtained a high average value, reflecting positive perceptions of the speed of HR services, data accuracy, reduction of manual work, and resource optimization. With the highest average among the three variables, this indicates that HR operational efficiency is the aspect most clearly felt by respondents.

Table 2. Descriptive Statistics of Research Variables (N = 284)

Variable	Mean	Std. Deviation	Minimum	Maximum	Kategori
HR Competence (X1)	3.92	0.54	2.40	5.00	High
Workload Management (X2)	3.68	0.61	2.10	5.00	Quite high
HR Operational Efficiency (Y)	4.05	0.49	2.60	5.00	High

Validity testing was conducted using Corrected Item–Total Correlation values, with the criterion that an item is considered valid if it has a correlation value greater than 0.30. The results show that all items in the HR Competence, Workload Management, and HR Operational Efficiency variables meet this criterion, so it can be concluded that all indicators are suitable for use in further analysis.

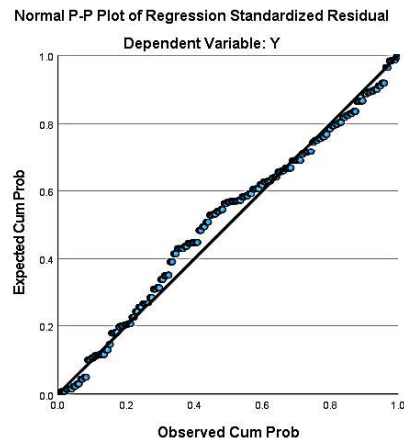
Furthermore, reliability tests were conducted using Cronbach's Alpha values, with a minimum standard of 0.70. The simulation results showed that all variables had high reliability levels, which means that the internal consistency between items was good and the instruments were reliable for this study.

Table 3. Results of Instrument Validity and Reliability Tests (N = 284)

Variable	Item	Corrected Item-Total Correlation	Description	Cronbach's Alpha	Description
HR Competence (X1)	X1_1	0.612	Valid	0.883	Reliable
	X1_2	0.658	Valid		
	X1_3	0.701	Valid		
	X1_4	0.674	Valid		
	X1_5	0.641	Valid		
Workload	X2_1	0.598	Valid		

Management					
(X2)					
	X2_2	0.623	Valid	0.862	Reliable
	X2_3	0.655	Valid		
	X2_4	0.611	Valid		
	X2_5	0.642	Valid		
HR	Y_1	0.672	Valid		
Operational					
Efficiency					
(Y)					
	Y_2	0.710	Valid	0.897	Reliable
	Y_3	0.744	Valid		
	Y_4	0.683	Valid		
	Y_5	0.726	Valid		

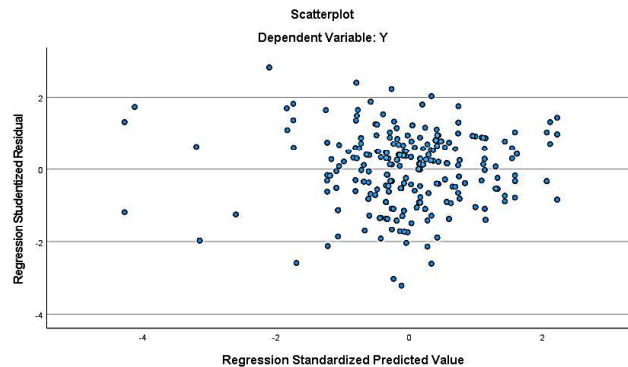
All indicators on the three variables met the validity threshold ($r > 0.30$), indicating that each item was capable of measuring the intended construct. Cronbach's Alpha for all variables ranged from 0.862 to 0.897, indicating that the instrument was reliable and had excellent internal consistency. Thus, the research instrument could be used for multiple linear regression analysis in the next stage.



Multiple linear regression analysis requires several classical assumptions to be met in order for the estimation results to be reliable and unbiased. A normality test was performed using a P-P Plot distribution graph, which showed that the points followed a diagonal line, thus fulfilling the normality assumption.

Multicollinearity testing is performed by assessing the Tolerance and Variance Inflation Factor (VIF) values for both independent variables. The calculation results show that the tolerance value is 0.812, while the VIF values are 1.231 each. These values are well below the threshold of 10, so it can be concluded that there is no multicollinearity between the

independent variables in the regression model.



The heteroscedasticity test using a scatter plot indicated no pattern of heteroscedasticity in the residuals, meaning that the model fulfilled the assumption of homoscedasticity. Thus, all classical assumptions were fulfilled and the regression model was suitable for testing the influence between variables.

Multiple linear regression analysis was conducted to determine the effect of HR Competence (X1) and Workload Management (X2) on HR Operational Efficiency (Y). The regression results show that both independent variables contribute significantly to improving HR operational efficiency.

The regression model shows an R value of 0.743 and an R^2 value of 0.552, which means that 55.2% of the variation in HR Operational Efficiency can be explained by HR Competence and Workload Management. The remainder is influenced by other factors outside the model, such as digital technology, organizational culture, or the level of managerial support. An F value of 173.212 with a significance of 0.000 indicates that the

regression model is simultaneously significant.

Partially, HR Competence has a positive coefficient of 0.428 with a value of $t = 6.912$ and significance of 0.000, indicating that an increase in HR staff competence significantly improves HR operational efficiency. This means that the better the technical, analytical, interpersonal, and regulatory compliance skills of HR staff, the faster, more accurate, and more cost-effective the HR administration process will be.

The Workload Management variable also shows a significant effect with a coefficient of 0.355, $t = 5.834$, and significance of 0.000. This finding confirms that well-managed workloads in terms of volume, task distribution, and process control have a direct impact on improving the accuracy and speed of HR services.

Overall, the regression results indicate that HR Competence is a stronger predictor than Workload Management, although both are proven to be significant and contribute together to improving HR Operational Efficiency.

Table 4. Multiple Linear Regression Results for HR Operational Efficiency

Variables / Statistics	B	Std. Error	Beta	t	Sig.
Constant	5.214	1.983	–	2.630	0.009
Human Resource Competence (X1)	0.428	0.062	0.491	6.912	0.000
Workload Management (X2)	0.355	0.061	0.402	5.834	0.000
R	0.743				
R ²	0.552				
Adjusted R ²	0.548				
Standard Error of Estimate	3.217				
F test	173.212				
Sig. F	0.000				
N	284				

The regression results indicate that HR Competence and Workload Management have a significant effect on HR Operational Efficiency. This finding reinforces the theoretical argument that HR operational effectiveness is largely determined by the professional capacity of staff and the organization's ability to manage administrative workload. The regression coefficient for HR Competence has the highest value compared to Workload Management, indicating that the quality of HR staff competence is the dominant predictor of operational efficiency improvement. When HR staff have high technical mastery, regulatory understanding, analytical skills, and interpersonal skills, HR administrative processes run faster, more accurately, and with fewer errors. These findings are in line with the competency framework of Ulrich et al. (2012), which emphasizes that competent HR enables organizations to achieve superior service accuracy and work process quality.

In addition to competency, effective workload management has also been proven to contribute significantly to increased operational

efficiency. The positive regression coefficient on Workload Management shows that proportional task distribution, control of work volume, and process control play an important role in ensuring that HR services can be completed on time and without excessive pressure. In repetitive administrative work environments, an unbalanced workload often triggers delays, data entry errors, and a decline in service quality, as emphasized by Role Stress Theory (Kahn et al., 1964). Therefore, these findings are consistent with the research by Kim and Wang (2018), which emphasizes that workload management is an important determinant of HR service performance.

The goodness of fit results shows an R value of 0.743 and an R² of 0.552. This means that more than 55% of the variation in HR operational efficiency can be explained by the two independent variables. The significant calculated F value confirms that the regression model is valid and that both variables make a strong simultaneous contribution to explaining changes in HR administrative efficiency. Thus, the empirical model in this study is not

only statistically valid but also has good predictive power to explain the phenomenon of increased HR service effectiveness in modern organizations.

Theoretically, these findings support the literature that operational efficiency is not the result of a single factor, but rather a combination of individual capacity and work organization mechanisms. HR Competence provides the necessary skills foundation, while Workload Management provides the operational structure that ensures these competencies can be applied optimally. Without strong competencies, well-managed workloads will not result in maximum efficiency. Conversely, without good workload management, even high competence will not be able to translate into efficient operational performance, especially considering that workload, including mental aspects, directly affects individual capacity and performance output (Irfan, 2022). It is this interaction that creates synergy between human and structural factors in HR units.

Thus, this study confirms that improving HR operational efficiency is a multidimensional process that requires simultaneous strengthening of professional capacity and workload management. These findings provide a strong empirical basis that organizations seeking to improve HR performance must place staff competence and workload management as two strategic priorities.

The results of this study present a number of strategic recommendations for organizational management, particularly HR units that wish to improve operational efficiency in a sustainable manner. The finding that HR Competence has the greatest

influence suggests that organizations need to invest in improving the professional capacity of HR staff. This can be done through technical training, HRIS certification, labor regulation workshops, and analytical and interpersonal development programmers. When HR staff have a comprehensive level of competence, organizations will obtain fast and accurate administrative services and strengthen the HR function as a strategic partner in decision-making (Bell et al., 2006).

At the same time, management needs to develop an effective Workload Management system to ensure that HR staff are not overburdened. The use of digital tools such as task management systems, standardized SOPs, and workload monitoring between staff can help create a more equitable distribution of tasks. This comprehensive approach to human resource management contributes to broader organizational effectiveness (Mardikaningsih, 2024). Successful workload management will result in faster, more consistent, and higher quality service delivery. Organizations can also adopt task rotation and job redesign to avoid burnout, increase productivity, and strengthen HR staff retention.

Furthermore, the findings of this study open up opportunities for organizations to automate certain HR processes in order to reduce manual workload. Thus, HR staff can be reassigned to more strategic functions such as talent development and employee engagement. The integration of competency improvement and workload management will create a strong foundation for achieving sustainable operational efficiency.

CONCLUSION

RECOMMENDATIONS

This study concludes that HR Competence and Workload Management have a significant effect on HR Operational Efficiency. HR Competence has been proven to be a dominant factor that shapes the quality and speed of HR services through the technical, analytical, interpersonal, and regulatory compliance capabilities of HR staff. Meanwhile, Workload Management makes an important contribution to creating a more controlled, proportional, and stress-free workflow. Simultaneously, both variables explain more than half of the variation in HR operational efficiency, confirming that the effectiveness of HR services is the result of synergy between individual professional capacity and work management structures within HR units. These findings reinforce the view that improving HR efficiency is a multidimensional process that requires intervention in both human capabilities and organizational mechanisms.

Further research is recommended to expand the sample coverage by involving more companies from various industries so that the generalization of the results becomes stronger. A longitudinal approach would be very useful in capturing the changing effects of HR competencies and workload management on operational efficiency in the long term, especially in organizations undergoing digital transformation. Subsequent researchers could also add other variables such as HR technology, work culture, leadership, or employee engagement to build a more comprehensive model of the determinants of HR efficiency. More

AND

complex analytical methods such as SEM could also be considered to test latent relationships and mediation or moderation mechanisms that are not captured by simple linear regression.

This study has several limitations that need to be considered in interpreting the results. First, the study design is cross-sectional, so it only captures conditions at a single point in time and cannot explain the dynamics of changes that may occur over time. Second, the data were collected through self-report questionnaires, so there is still the potential for perception bias and social bias that could affect the objectivity of respondents' answers. Third, the study only involved one company in Surabaya, so the scope of a particular organization may limit generalization to other companies with different characteristics and operational structures. Furthermore, the research model only included two independent variables, so other potentially influential factors such as technological capabilities, employee digital literacy levels, or managerial support were not analyzed. Thus, although this study provides strong empirical contributions, there is still ample room for further development.

REFERENCES

- Abdulah, M. H. A. B., Gardi, B., & Darmawan, D. (2021). Innovation in Human Resource Management to enhance Organizational Competitiveness in the Era of Globalization. *Journal of Social Science Studies*, 1(1), 51-58.
- Ali, R. & D. Darmawan. (2023). Big Data Management Optimization for Managerial Decision Making and Business Strategy, *Journal of Social Science Studies*, 3(2), 139 – 144.

- Bell, B. S., Lee, S. W., & Yeung, S. K. (2006). The Impact of E-HR on Professional Competence in HRM: Implications for the Development of HR Professionals. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 45(3), 295-308.
- Boselie, P., & van der Wiele, T. (2002). Employee Perceptions of HRM and TQM and the Effects on Satisfaction and Intention to Leave. *Managing Service Quality*, 12(3), 165–172.
- Calabrese, A. (2012). Service Productivity and Service Quality: A Necessary Trade-Off? *International Journal of Production Economics*, 135(2), 800-812.
- Darmawan, D. (2024). Distribution of Six Major Factors Enhancing Organizational Effectiveness. *Journal of Distribution Science*, 22(4), 47-58.
- Darmawan, D., R. Mardikaningsih, E. A. Sinambela, S. Arifin, A.R. Putra, M. Hariani, M. Irfan, Y.R. Al Hakim, & F. Issalillah. (2020). The Quality of Human Resources, Job Performance and Employee Loyalty, *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Darmawan, D., Sinambela, E. A., & Mauliyah, N. I. (2016). The Effect of Competence, Independence and Workload on Audit Quality. *JARES (Journal of Academic Research and sciences)*, 1(2), 5-5.
- Dulebohn, J. H., & Johnson, R. D. (2013). Human Resource Metrics and Decision Support. *Human Resource Management Review*, 23(1), 71–83.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4.
- Hariani, M., & Putra, A. R. (2024). Psychological Capital as Strategic Capital to Improve Job Performance. *Bulletin of Science, Technology and Society*, 3(2), 38-43.
- Hayes, D. K., & Ninemeier, J. D. (2009). *Human Resources Management in the Hospitality Industry*. Wiley.
- Irfan, M. (2022). Measurement of Mental Workload and Fatigue of Production Operator. *International Journal of Service Science, Management, Engineering, and Technology*, 1(3), 11-13.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational Stress: Studies in Role Conflict and Ambiguity*. Wiley.
- Kim, S., & Wang, J. (2018). The Impact of Workload on Performance in Public Organizations. *Public Personnel Management*, 47(1), 77–101.
- Mardikaningsih, R. & M. Hariani. (2023). Technology Strategy in Product Development for Sustainable Innovation in Global Markets, *Journal of Social Science Studies*, 3(2), 71 – 76.
- Mardikaningsih, R. (2024). Organizational Effectiveness and Green Human Resources Management. *Bulletin of Science, Technology and Society*, 3(1), 6–13.

- Ochieng, E. M. (2023). A Study of the History Functions Roles and Challenges of Human Resources Management. *Journal of Enterprise and Business Intelligence*, 3(1), 054-064.
- Reilly, P., & Williams, T. (2016). *Strategic HR: Building the Capability to Deliver*. Gower Publishing.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business*. Wiley.
- Ulrich, D., Brockbank, W., Younger, J., & Ulrich, M. (2012). *HR from the Outside in: Six Competencies for the Future of Human Resources*. McGraw-Hill.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2017). *Victory Through Organization: Why the War for Talent is Failing your Company and what you Can do About it*. McGraw-Hill.