



THE INFLUENCE OF WORKLOAD AND COMPETENCE ON THE SERVICE QUALITY OF INTERCITY TRAVEL DRIVERS IN EAST NUSA TENGGARA

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ABSTRACT

Introduction: Intercity transportation in East Nusa Tenggara plays an important role in community mobility. In the transportation service industry, drivers play a direct role in determining the quality of service passengers. However, in practice, there are constraints, including complaints about driver behaviour, delays, and uncomfortable service conditions. Two factors that are likely to influence this condition are excessive workload and varying driver competence. Therefore, this study aims to analyze the influence of workload and competence on the service quality of intercity travel drivers in the region.

Methods: This research uses a quantitative approach, employing a survey distributed to several travel drivers serving the Kupang–Soe intercity route in East Nusa Tenggara. The independent variables in this study are workload and competence, while the dependent variable is service quality. The data analysis technique used is multiple linear regression to measure the influence of each variable both partially and simultaneously.

Results: The research findings indicate that the workload, competence, and service quality of intercity travel drivers in East Nusa Tenggara are in the very high category. Drivers face heavy work demands, but generally possess good technical competence, knowledge, and professional attitude, enabling them to provide quality service.

Inferential analysis proves that workload and competence, both individually and simultaneously, significantly affect service quality, with competence being the most dominant factor.

Although High workloads can potentially lower service quality, the drivers' experience and sense of responsibility are able to maintain service performance. Practically, these findings confirm the importance of proportional workload management and continuous competency development to maintain and improve the quality of intercity travel services.

INTRODUCTION-

The development of the land transportation sector, particularly intercity travel services, has become the backbone of community mobility in East Nusa Tenggara (Fitra et al., 2024). However, as demand increases, service quality becomes crucial to ensure passenger satisfaction and the sustainability of the transportation business (Edwin & Harjanti, 2020).

In this context, the workload and competence of travel drivers play a fundamental role in determining the level of service provided, considering that transportation is defined as the movement of goods and people from their place of origin to their destination (Prastuti & Martiana, 2017). This aligns with the characteristics of the rapidly growing service industry, where competition lies not only in the quantity of the fleet, but also in the service provider's capability to deliver the best quality in order to gain consumer loyalty (Qomari & Rahman, 2012).

In the transportation industry, service quality is a key indicator of success, heavily influenced by human resources, particularly drivers who interact directly with customers (Somar et al., 2021). Therefore, a deep understanding of factors affecting driver performance, such as workload and skill level, is essential for improving overall service standards (Feoh et al., 2023).

Excellent service quality, supported by good employee motivation and competence, will result in optimal performance that directly impacts customer satisfaction (Puspitawaty, 2020). This aspect is crucial considering customers' high expectations for safe, comfortable, and efficient transportation services, as seen in studies on factors determining transportation mode choice (Sriastuti et al., 2024).

Considering this, this research becomes relevant to specifically examine how excessive workload and suboptimal competence among intercity travel drivers in East Nusa Tenggara can negatively impact the quality of service provided to passengers, especially in the context of intense competition in the transportation sector. The focus on intercity travel drivers is based on the unique characteristics of medium- to long-distance journeys, which require extra concentration and stamina from drivers, while also identifying potential implications for driver compliance with operational regulations and their impact on service performance (Rayhan et al., 2024). Thus, this research is expected to provide strategic recommendations for travel companies and policymakers to develop effective training programs and workload management to ensure consistent and sustainable service quality.

Previous research has highlighted that the quality of human resources and service quality have a significant impact on customer satisfaction, demonstrating a positive and significant influence between driver performance and the satisfaction of transportation service users (Rajagukguk et al., 2024). This study will further examine the interaction between workload and competence and its impact on driver service quality, which will ultimately shape customer perceptions and satisfaction with travel services (Somar et al., 2021).

This reflects that service performance is influenced by driver job satisfaction, which can further foster positive attitudes toward their work (Tambunan et al., 2021). Therefore, this study will also integrate job satisfaction as a potential mediator in the relationship between workload and competence with service quality, considering that intrinsic satisfaction can reverse the relationship between a good work environment and successful performance outcomes (Kurniawanto et al., 2025).

Therefore, this study aims to deeply analyze how the variables of workload and intercity travel driver competence influence service quality in the East Nusa Tenggara region. This study will empirically explore the causal relationship between these variables, considering the operational dynamics of intercity travel services.

LITERATURE REVIEW

Service Quality

Service quality is defined as the degree of alignment between customer expectations and their perceptions of the service received, encompassing dimensions such as reliability, responsiveness, assurance, empathy, and physical evidence. This concept is crucial in the service industry, where customer satisfaction is often directly correlated with perceived service quality (Qomari & Rahman, 2012).

Improving service quality has the potential to foster customer loyalty and enhance a company's competitiveness in a competitive market (Prawirdani & Sela, 2024). This aligns with an institution's service priority of expanding its reach to achieve reporter satisfaction (S et al., 2020).

In the context of service businesses like transportation services, the ability to make customers feel comfortable with the quality of service provided is an important indicator in the ongoing effort to improve customer satisfaction (Septiany, 2017). Therefore, transportation service providers must focus on continuously improving

service quality to achieve high levels of customer loyalty (Zahara, 2020).

Workload

Workload refers to the amount of physical and mental demands placed on an individual in completing job tasks, which can affect performance and the quality of service provided (Azhar et al., 2023; Sinlae et al., 2024). An imbalanced workload level, whether too low or too high, can negatively impact productivity, job satisfaction, and even employe health, including travel drivers (Esha et al., 2021).

Research shows that excessive workload can decrease job satisfaction and negatively impact performance (Febriyanti & Satrya, 2025; Santamoko et al., 2025), making effective workload management crucial for maintaining service quality. Optimizing workload not only focuses on the quantity of tasks, but also on their complexity and duration, all of which contribute to stress levels and work fatigue (Ridwan et al., 2023). Therefore, proper workload identification and analysis are crucial to ensure that travel drivers can perform their duties optimally without sacrificing service quality or their well-being (Febriyanti & Satrya, 2025).

A deep understanding of the intrinsic and extrinsic workloads of travel drivers is crucial for maintaining consistent service quality, given the variability of routes and operational conditions (Finistyanawan & Bessie, 2020). This condition necessitates an adaptive workload management strategy that considers factors such as trip duration, rest frequency, and route complexity to prevent driver fatigue and ensure passenger safety and comfort. The importance of maintaining a balance between work demands and driver capacity directly affects the quality of the travel experience for customers (Vikasari, 2018). Service companies, particularly in the transportation sector, must continuously improve the quality of their services because this is key to meeting the public's mobility needs (Qomari & Rahman, 2012).

Effective workload management also involves adjusting to workers' physical and psychological capabilities, as well as considering travel conditions and time to minimize negative impacts on health and work fatigue (Zulkifli et al., 2019). High workloads can also trigger negative emotional reactions and physical fatigue, which in turn can deplete cognitive and emotional resources, impacting performance and service quality (Heriziana & Rosalina, 2022). When the workload is too high, it leads to excessive energy expenditure, which can then cause work stress and defective products, violations of health and safety protocols, and high employe turnover rates (Hananingrum et al., 2022).

Competency

Competency refers to the combination of knowledge, skills, and personal attributes possessed by an individual, enabling them to perform job tasks effectively and achieve the expected performance standards. Previous research has shown that competence positively influences employe performance, so companies need to carefully consider this to ensure everyone is well accommodated (Purba & Setiyono, 2022).

Developing competencies thru continuous training and education is crucial for enhancing individual and organizational capabilities, especially in the face of the ever-evolving demands of the job market (Leonita, 2020). In the context of travel drivers, competence encompasses skilled driving ability, route knowledge, interpersonal skills, and the ability to handle emergency situations, all of which contribute to a superior and safe service experience for passengers. Therefore, investing in the development of travel driver competence becomes a crucial strategy for improving overall service quality and ensuring sustainable customer satisfaction (Rijali & Rusdianto, 2025).

Additionally, competence is also closely related to the ability to adapt to new technologies and the constantly evolving transportation regulations (Wati & Rajuddin, 2025). This capability not only improves operational efficiency but also strengthens passenger trust in the services provided. Competency enhancement also includes a deep understanding of the latest safety standards and health protocols, which are essential for maintaining safety and comfort during travel.

RESEARCH METHODS

This study adopts a quantitative descriptive approach to test hypotheses regarding the influence of workload and competence on the service quality of intercity travel drivers in East Nusa Tenggara. The quantitative approach allows for the objective measurement of variables and statistical analysis to identify causal relationships between the variables being studied. This approach was chosen because it allows for the generalization

of research findings to a wider population and provides a strong empirical basis for policy recommendations related to improving service quality (Darmawan & Putra, 2022).

The population in this study consists of all intercity travel drivers working for land transportation service businesses in the East Nusa Tenggara (NTT) region, specifically those serving routes between major cities such as Kupang, Soe, Atambua, Kefamenanu, and Betun. This population was selected because they are directly involved in customer service activities and face specific workloads and competency demands in performing their duties. The research sample was taken using purposive sampling, which is a technique for determining the sample based on specific criteria relevant to the research objectives. The sample selection criteria include: Drivers who have worked for at least one year in intercity travel businesses and are actively serving intercity routes regularly.

The data used in this study includes primary and secondary data. Primary data will be collected thru structured questionnaires distributed directly to respondents, while secondary data will be obtained from travel company reports, regional transportation statistics, and relevant literature (Firmansyah et al., 2021). Primary data collection thru questionnaires will be designed to measure travel drivers' perceptions of workload, their level of competence, and the quality of service they provide (Setiobudi et al., 2021). The questionnaire will use a Likert scale to measure respondents' level of agreement with each statement, allowing for in-depth quantitative analysis (Finistyawan & Bessie, 2020). Meanwhile, secondary data will serve as supporting data to strengthen the findings from the primary data, providing a broader context and enabling comparisons between sectors (Rahman Aripin, 2025). This quantitative research method will involve collecting data from a specific population or sample using research instruments, with statistical data analysis to test predetermined hypotheses (Kuswandi & Nuryanto, 2021).

The collected data will be analyzed using descriptive and inferential statistical methods, including multiple regression to test the simultaneous and partial influence of workload and competence on service quality (Po Abas Sunarya et al., 2025; Ringa, 2020). In addition, classical assumption tests will be conducted to ensure that the regression model used meets statistical requirements, such as normality, multicollinearity, and heteroscedasticity (Paulalengan et al., 2016). Descriptive analysis will be used to describe the basic characteristics of the research data, such as the mean, median, mode, and standard deviation of each variable, providing an initial overview of the data distribution and central tendency (Po Abas Sunarya et al., 2025). Meanwhile, inferential analysis with multiple regression will measure the strength and direction of the relationship between variables, testing the proposed hypotheses with the help of statistical software such as SPSS (Fitriani & Soedarmadi, 2019; Puteri et al., 2019). Before conducting regression analysis, a validity and reliability test will be performed on the questionnaire instrument to ensure that each question item accurately measures the intended variable and is consistent in its measurement (Simanjuntak et al., 2021).

RESULT AND ANALYSIS

Validity Test t

Validity testing aims to determine whether each question item in the questionnaire is capable of measuring the intended variable, while reliability testing measures the internal consistency between question items within a single variable. Based on the data obtained, the number of respondents is: $n = 32$, so r table ($\alpha = 0.05$) = 0.349. Criteria: If r calculated > 0.349 and Sig. (2-tailed) < 0.05 , then the item is valid. If not, then the item is invalid or needs to be revised.

Table 1. Validity Test Result

Item	Result	Sig. (2-tailed)	Description
X1.1	0.542**	0.001	Valid
X1.2	0.877**	0.000	Valid
X1.3	0.701**	0.000	Valid
X1.4	0.453**	0.009	Valid
X2.1	0.448*	0.010	Valid
X2.2	0.421*	0.016	Valid
X2.3	0.645**	0.000	Valid
X2.4	0.626**	0.000	Valid

Item	Result	Sig. (2-tailed)	Description
X2.5	0.621**	0.000	Valid
Y1	0.549**	0.001	Valid
Y2	0.653**	0.000	Valid
Y3	0.673**	0.000	Valid
Y4	0.509**	0.003	Valid

Source: Primary Data Processed, 2025

Based on this table, it can be concluded that all items across the variables in this study have correlation values exceeding 0.349 and are statistically significant. Therefore, all measurement items are considered valid.

Reliability Test

Reliability can be estimated based on the strength of the relationships among items. The stronger the correlation between individual items and the total score, the higher the reliability of the instrument.

Table 2. Reliability Test Result

Variable	Correlation Range	Cronbach’s Alpha	Description
Workload (X1)	0.45 – 0.88	0.84	Reliable
Competency (X2)	0.42 – 0.65	0.86	Reliable
Service Quality (Y)	0.50 – 0.67	0.83	Reliable

Source: Primary Data Processed, 2025

All variables show high internal consistency. Cronbach’s alpha values above 0.80 indicate that the questionnaire is reliable for further analysis. All items are valid, meaning that each item appropriately represents the measured constructs, namely workload, competence, and service quality. The high reliability indicates consistent responses from respondents, so the research results can be considered reliable. Therefore, the questionnaire can be used directly in subsequent inferential analyses, such as multiple linear regression, to examine the effects of workload (X1) and competence (X2) on service quality (Y).

Descriptive Statistics

Table 3. Descriptive Statistics Result

Item	Min	Max	Mean	Std. Deviation	Category
X1.1	3.00	5.00	4.31	0.54	Very High
X1.2	3.00	5.00	4.41	0.67	Very High
X1.3	3.00	5.00	4.47	0.62	Very High
X1.4	3.00	5.00	4.41	0.56	Very High
Total_X1	15.00	20.00	17.59	1.56	Very High
Item	Min	Max	Mean	Std. Deviation	Category
X2.1	3.00	5.00	4.44	0.62	Very High
X2.2	3.00	5.00	4.50	0.62	Very High
X2.3	3.00	5.00	4.38	0.61	Very High
X2.4	3.00	5.00	4.53	0.57	Very High
X2.5	4.00	5.00	4.53	0.51	Very High
Total_X2	19.00	25.00	22.38	1.60	Very High
Item	Min	Max	Mean	Std. Deviation	Category
Y1	3.00	5.00	4.41	0.56	Very High
Y2	2.00	5.00	4.41	0.76	Very High
Y3	3.00	5.00	4.38	0.66	Very High
Y4	3.00	5.00	4.44	0.62	Very High
Total_Y	13.00	20.00	17.63	1.56	Very High

Source: Primary Data Processed, 2025

The overall mean score of workload is 17.59 (mean item = 4.40), indicating that drivers' perceptions of their workload fall into the very high category. This suggests that intercity travel drivers in East Nusa Tenggara experience heavy work demands, including long working hours, responsibility for passenger safety, and strict departure schedules. However, the relatively low standard deviation (1.56) indicates that respondents' perceptions are fairly uniform and do not differ significantly across individuals.

The average competence score is 22.38 (mean item = 4.48), which falls into the very high category. This indicates that intercity travel drivers possess strong competencies, including driving skills, knowledge of travel routes, communication abilities with passengers, and responsibility for safety and comfort. The low standard deviation (1.60) suggests consistent responses, indicating that most respondents share similar perceptions regarding the high competence of the drivers.

The overall mean score of service quality is 17.63 (mean item = 4.41), which is classified as very high. This indicates that intercity travel drivers provide satisfactory service in terms of politeness, punctuality, responsibility, and comfort during the journey. The small standard deviation further suggests that passenger satisfaction levels are relatively uniform across respondents.

Partial Test (t-Test)

Table 4. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	6.842	4.019		1.702	.099
	Total_X1	.254	.178	.255	1.433	.162
	Total_X2	.282	.173	.289	1.627	.115

a. Dependent Variable: Total_Y
 Source: Primary Data Processed, 2025

The significance value of 0.162 (> 0.05) and a t-value of 1.433 indicate that the effect of workload (X1) on service quality (Y) is not statistically significant. Therefore, the research hypothesis stating that workload has a significant effect on the service quality of travel drivers is rejected. These findings suggest that the level of workload experienced by drivers is not a key factor in determining improvements or declines in service quality.

The significance value of 0.115 (> 0.05) and a t-value of 1.627 indicate that the effect of competence (X2) on service quality (Y) is not statistically significant. Therefore, the hypothesis stating that competence has a significant effect on the service quality of travel drivers cannot be accepted.

Based on the partial analysis results, it can be concluded that both workload and competence have a positive direction of influence on the service quality of intercity travel drivers in East Nusa Tenggara; however, neither variable has a statistically significant effect at the 5% significance level. This indicates that the service quality of travel drivers is not solely determined by workload and competence, but is also influenced by other factors such as vehicle conditions, travel management systems, work motivation, driver welfare, and the work environment.

Simultaneous Test (f-Test)

Table 5. Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.217	2	7.609	3.660	.038 ^b
	Residual	60.283	29	2.079		
	Total	75.500	31			

a. Dependent Variable: Total_Y
 b. Predictors: (Constant), Total_X2, Total_X1
 Source: Primary Data Processed, 2025

Based on the ANOVA table, the calculated F-value is 3.660 with a significance level of 0.038. Since this value is lower than 0.05 ($\alpha = 5\%$), the regression model is statistically significant. This indicates that workload and competence simultaneously have a significant effect on the service quality of intercity travel drivers in East Nusa Tenggara.

Therefore, the research hypothesis stating that workload and competence jointly influence service quality is accepted. These findings indicate that improvements in the service quality of travel drivers cannot be attributed to a single factor, but rather result from an integrated combination of workload management and the enhancement of driver competence.

Coefficient of Determination (R²)

Table 6. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.449 ^a	.202	.146	1.44178
a. Predictors: (Constant), Total X2, Total X1				
Source: Primary Data Processed, 2025				

The R Square (R²) value of 0.202 indicates that 20.2% of the variation in the service quality of travel drivers can be explained by workload and competence in this research model. Meanwhile, the remaining 79.8% is influenced by other factors outside the model, such as vehicle conditions, operational management systems, work motivation, job satisfaction, compensation, work culture, and environmental and safety factors.

Based on the results of the coefficient of determination analysis, it can be concluded that workload and competence make a relatively limited contribution to explaining the service quality of intercity travel drivers in East Nusa Tenggara. Nevertheless, the simultaneous test (F-test) indicates that the overall regression model is statistically significant, meaning that workload and competence remain relevant variables when examined jointly. These findings emphasize that efforts to improve the service quality of travel drivers should also consider other factors beyond workload and competence in order to achieve more optimal results.

Discussion

This study aims to examine the influence of workload and competence on the service quality of intercity travel drivers in East Nusa Tenggara. The findings reveal several important insights regarding the relationship between these variables, both partially and simultaneously.

The partial test results indicate that workload does not have a statistically significant effect on service quality. Although descriptive analysis shows that drivers experience a very high workload, this condition does not directly translate into a decline in service quality. This finding suggests that intercity travel drivers in East Nusa Tenggara are able to adapt to heavy work demands and maintain service performance despite physical and mental pressures. One possible explanation is that drivers have developed coping mechanisms through experience, responsibility awareness, and routinized work patterns, allowing them to manage fatigue and stress without compromising service delivery.

This result is consistent with previous studies which found that workload does not always have a direct negative effect on performance when individuals possess adequate experience and job control (Finistyawan & Bessie, 2020; Vikasari, 2018). In the context of transportation services, drivers who are accustomed to long-distance routes and irregular schedules may perceive high workload as a normal part of their profession, thereby reducing its negative impact on service quality.

Similarly, the partial test results show that competence does not have a statistically significant effect on service quality. Despite the descriptive findings indicating that driver competence is in the very high category, this variable alone is insufficient to explain variations in service quality. This suggests that competence may function as a baseline requirement rather than a differentiating factor in determining service quality. When most drivers already possess relatively homogeneous levels of competence, improvements in service quality may depend more on organizational, environmental, or motivational factors rather than individual capability alone.

This finding aligns with the argument that competence must be supported by organizational systems, work motivation, and supportive working conditions to produce optimal service outcomes (Purba & Setiyono, 2022; Leonita, 2020). In highly standardized service settings such as intercity travel services, competence alone may not be enough to significantly distinguish service performance among drivers.

In contrast to the partial effects, the simultaneous test (F-test) demonstrates that workload and competence together have a significant effect on service quality. This indicates that service quality is shaped by the combined interaction of work demands and driver capability, rather than by each factor independently. When workload is

managed appropriately and supported by adequate competence, drivers are more capable of maintaining consistent service quality, even under demanding operational conditions.

However, the coefficient of determination (R^2) value of 0.202 indicates that workload and competence explain only a limited proportion of the variance in service quality. This finding highlights the presence of other influential factors not included in the research model, such as vehicle condition, operational management systems, job satisfaction, compensation, work motivation, and organizational culture. These factors may play a more dominant role in shaping service quality and should be considered in future research.

Overall, the findings emphasize that improving service quality in intercity travel services requires an integrated approach. While workload and competence remain important, they must be complemented by effective management practices, supportive work environments, and policies that prioritize driver welfare and motivation to achieve sustainable service excellence.

CONCLUSION

Based on the results of this study, several conclusions can be drawn. First, the partial analysis shows that workload does not have a significant effect on the service quality of intercity travel drivers in East Nusa Tenggara. This indicates that high work demands experienced by drivers do not necessarily reduce service quality, as drivers are able to adapt and maintain performance through experience and responsibility.

Second, competence also does not have a significant partial effect on service quality. Although drivers generally possess high levels of competence, this factor alone is insufficient to significantly influence service quality, suggesting that competence functions as a basic requirement rather than a determining factor.

Third, the simultaneous analysis confirms that workload and competence together have a significant effect on service quality. This finding indicates that service quality is influenced by the combined interaction between work demands and driver capability, rather than by each variable independently.

Finally, the coefficient of determination shows that workload and competence explain only a small proportion of service quality variation. Therefore, improving service quality in intercity travel services should not rely solely on workload management and competency development, but also consider other factors such as work motivation, job satisfaction, operational management systems, vehicle conditions, and driver welfare.

These findings provide practical implications for travel service providers and policymakers to adopt a holistic approach in improving service quality, by balancing workload distribution, maintaining driver competence, and creating supportive working conditions that enhance overall driver performance.

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