

The Influence of Employee Competency and Team Cohesion on Workload Spike Performance through Job Autonomy: Structural Equation Modeling Approach

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ABSTRACT

Employee performance is a key component of organizational development and success. Understanding employee performance during workload spikes, which involve sudden increases in workload, is particularly important for assessing employees' potential and efficiency. Examining employees' workload spike performance through the lens of job autonomy, supported by employee competency and team cohesion, provides a new perspective and contributes additional insights to the existing literature. The Research aims to understand that new perspective of exploring the employee competency and team cohesion through job autonomy on workload spike performance. The Data was collected from IT Employees working in Chennai, Bangalore and Hyderabad with sample size of 294. The collected Data was analyzed using Percentage Analysis, Descriptive Statistics, Confirmatory Factor Analysis, Structural Equation Modeling in MS Excel 2019, IBM SPSS Statistics 21, IBM SPSS Statistics AMOS 21. The Data Analysis Results reveals that there is a significantly strong relationship of both employee Competency and Team cohesion on Job Autonomy towards the workload Spike Performance.

Keywords: Employee Competency, Team Cohesion, Job Autonomy, Workload Spike Performance

INTRODUCTION

Organizations operating in modern and digital work environment often characterized by its volatility, uncertainty and frequent workload fluctuations. Workload Spike is the sudden and significant increase in workload due to unexpected changes from their normal routine work pattern. The workload spike is due to seasonal demand fluctuations, project deadline adjustments, unexpected crises or organizational restructuring. Workload spike is challenging and rewarding phase of work, but various research shows that employee tends to exhibit both creative and stressful behavior. Workload Spike depicts challenging phase of employee performance. The workload spike not only reveals the employee's capacity but also the strength of organizational systems in support of employees on managing stress, maintaining productivity and sustaining quality outcomes. Understanding workload spike and employee performance is crucial for efficient management of workload, combing both as workload spike performance would pave way on understanding the key ability of employees in sustaining productivity, quality and efficiency during sudden increase in work demands that exceed normal operating levels. Understanding workload spike performance is essential because it reflects the degree of resilience an employee demonstrates when facing increased job demands. Periods of intense pressure often reveal an employee's true capabilities, as challenging situations tend to bring out hidden strengths and potential. During workload spike periods, organizations are better able to distinguish employees who can sustain performance and adapt effectively under stress. For this reason, workload spike performance can be considered as a distinct dimension of employee performance appraisal evaluation. Incorporating it as a separate component in performance measurement systems may assist organizations in more accurately identifying high-performing and high-potential employees when allocating performance appraisal ratings or advancement opportunities. Organizational motivation and support play a crucial role during such workload spike periods. Employee feel the Positive treatment, encouragement and recognition during workload spikes can increase employees' emotional attachment to the organization, thus building greater commitment and improving employee retention. Employee competency is the knowledge, skills, abilities and adaptive capacity that employee poses in the work environment. It widely includes technical expertise, problem-solving capability, communication skills, adaptability and emotional intelligence. Competent employees are recruited in the beginning of the selection process of the organization but the true competency is often revealed through the handling of responsibilities and unexpected challenges during workload spike period. Employee competency tent to influence the workload spike performance as individuals with strong skills and capabilities reflect better performance. Job autonomy is the degree of freedom, independence and discretion employees have in performing their work. It is the autonomy of extension to which employees can make decisions about their work without excessive control of superior. Job autonomy is the trust given by superior or top management to its employees in performing their work. Job autonomy could influence workload spike performance, as greater discretion and control over work can enhance adaptability, resilience and sustained productivity during high-pressure periods. Team Cohesion is the degree of bond, trust and commitment shared among the team members of the organization. It embodies the strength of interpersonal bonds, trust and shared purpose that drive individuals to work collaboratively toward common goals. Cohesion is not simply about camaraderie; it involves open communication, psychological safety and a sense of belonging that enables teams to remain resilient under pressure. Team Cohesion is could be one of the defining factors contributing for effective workload spike performance of the employees as a supportive and united team environment can enhance adaptability, shared problem-solving and sustained effectiveness during workload spikes. By understanding these dimensions, the study seeks to understand the effect of contribution of employee competency, job autonomy, team cohesion towards the workload spike performance of the employee working in modern and digital work environments.

OBJECTIVE OF THE RESEARCH

The objective of the Research is:

- To examine the Constructs of Employee Competency, Team Cohesion, Job Autonomy and Workload Spike Performance.
- To determine the relationship between
 - Employee competency and Job Autonomy
 - Team Cohesion and Job Autonomy
 - Job Autonomy and Workload Spike Performance
- To Test and Validate the SEM Model

HYPOTHESES OF THE RESEARCH

H₁: There is a significant Relationship between Employee Competency and Job Autonomy.

H₁: There is a significant Relationship between Team Cohesion and Job Autonomy.

H₁: There is a significant Relationship between Job Autonomy and Workload Spike Performance

LITERATURE REVIEW

Muji Rahayu et al., (2026) has analyzed the role of competence as mediating variable in-between work environment and employee performance. Using saturated sampling technique, the data was collected from 53 employees of the Sumedang Regency Civil Service and Human Resources Development Agency (BKSDM). The results of the research shows that both the work environment and competence have a positive and significant effect on employee performance. Furthermore, competence significantly mediates the influence of the work environment on performance, with the indirect effect being greater than the direct effect, confirming its crucial role in improving performance.

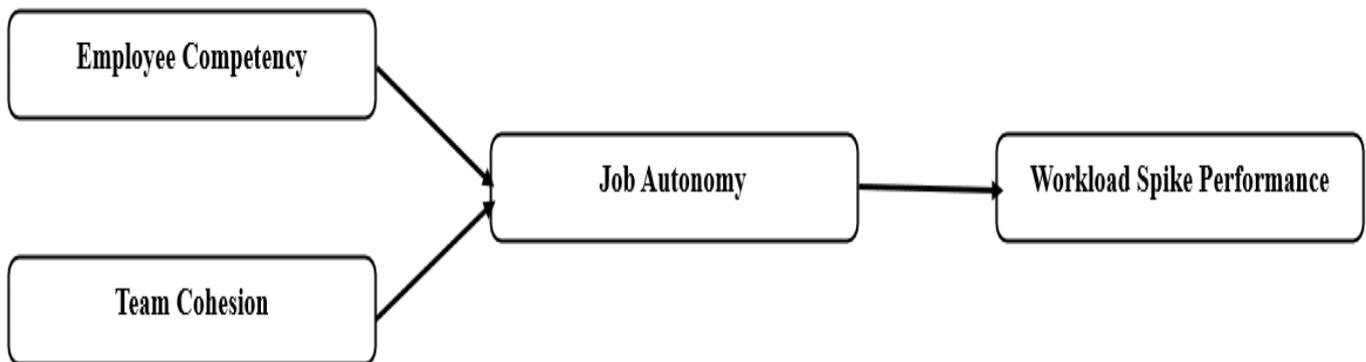
Nur Pita Devi Masruddin et al., (2026) evaluates the extent work discipline and workload affect employee performance. The research adopted quantitative approach. 30 employees via observation and questionnaires method make the sample size of data collection. The results highlights that Work discipline has a positive and significant effect on employee performance, while workload has a negative and significant effect, indicating that higher discipline improves performance whereas excessive workload reduces it. **Cort W. Rudolph et al., (2025)** highlights the relationship between job autonomy, workload, and task, relational and cognitive forms of job crafting. The Research paper examines the non-

monotonic effects of job autonomy and workload on employee outcomes through the “too much of a good thing” perspective, highlighting how excessive levels can undermine job crafting and well-being. It addresses mixed evidence on nonlinear relationships in prior research and explores how these effects vary based on employees’ dispositional proactivity. **Novita Souisaet al., (2025)** has examined the impact of workload and motivation on employee Performance through job satisfaction. Data was collected from 190 employees from government institutions in Indonesia. The analysis shows that workload negatively affects job satisfaction, which subsequently impacts employee performance. Motivation positively influences performance, with job satisfaction acting as a mediator between motivation and performance. These findings highlight the importance of effective workload management and a supportive environment, although other unexamined factors may also influence performance. **Tsany Qania Labiba et al., (2025)** explores the combination between creative work, interpersonal communication, and team cohesiveness on team performance in micro, small, and medium enterprises (MSMEs) in the culinary field in Cirebon City. Using structured questionnaires, 75 employees working in MSME make up the sample. Through statistical data analysis, the findings displays that Creative work, interpersonal communication, and team cohesiveness each individually have a positive and significant influence on team performance in culinary Micro, Small, and Medium Enterprises (MSMEs) in Cirebon City. **Muhamad Tasyrif Bin Ghazali et al., (2023)** has examined the validity and reliability of employee competency scale using 430 sample of administrators of Malaysian public universities using Systematic random sampling. The employee competency scale confirmed its validity and reliability through Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), refined the instrument to 10 modified items across four components: Interpersonal (IP), Personal Effectiveness (PE), Teamwork (TW), and Self-Development (SD).

CONCEPTUAL FRAMEWORK

The conceptual framework of Employee competency, Team Cohesion, Job autonomy towards workload spike performance is grounded from several organizational theories. The **Human Capital Theory** developed by **Gary Becker** advocated that employees’ knowledge, skills and abilities are treated as valuable asset which improves employee productivity and organizational outcome. As per this theory, higher level of employee competency increases employee capacity to perform work effectively and efficiently. Thus, Contributing to workload spike performance. **The Self-Determination Theory** by **Edward Deci and Richard Ryan** suggested that employee achieve optimal performance when three fundamental needs such as autonomy, competence and relatedness are fulfilled. Job autonomy takes the slot of autonomy, employee competency as competence and team cohesion supports the need of relatedness by creating the positive employee or team inter-personal relationships. Ultimately, fulfillment of these three needs results in accomplishment of higher workload spike performance. **Job Characteristics Theory** introduced by **J. Richard Hackman and Greg Oldham** emphasizes that job design elements, particularly autonomy enhances motivation thus resulting in job performance. The theory shows that greater autonomy leads employees to feel responsible for their work outcomes, which in turn improves effectiveness and peak performance. **Social Identity Theory** proposed by **Henri Tajfel** suggests the importance of Team Cohesion as employees who have strong interpersonal relationship withing the team tent to be more committed and motivated to contribute for team success, thereby enhancing the overall work performance.

Figure 1 illustrates the conceptual model of the Research



Source: Author’s Own work

RESEARCH METHODOLOGY

The Research Focused on understanding the workload Spike Performance through Job Autonomy with Employee Competency and Team Cohesion.

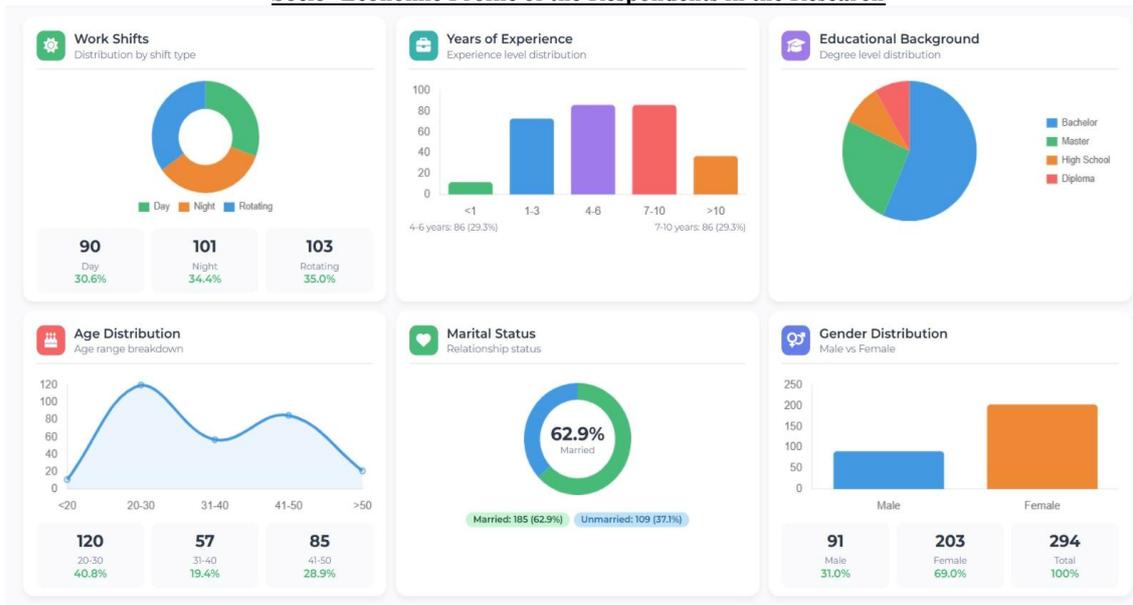
Research Methodology	
Focus	Exploring the employee competency and team cohesion through job autonomy with workload spike performance.
Research Design	Descriptive research design
Target Population	IT (Information Technology) Employees in Chennai, Bangalore and Hyderabad
Sample size	294 Respondents (350 Distributed)
Sampling Technique	Availability Sampling
Research Location	Chennai, Tamil Nadu
Type of Data employed	Primary and Secondary data
Software Utilized	MS Excel 2019, IBM SPSS Statistics 21, IBM SPSS Statistics AMOS 21

TOOLS APPLIED IN THE RESEARCH

- Simple Percentage Analysis
- Descriptive Statistics
- Confirmatory Factor Analysis
- Structural Equation Modeling

DATA ANALYSIS AND INTERPRETATION

Socio- Economic Profile of the Respondents in the Research



Source: Computed Data

Figure 2: depicts the percentage and frequency of socio-economic profile of the Respondents

The socio-economic profile of the research reveals that majority of the respondents were female with 69% and 31% were male. The Marital status of the respondents indicates that 62.9% were unmarried and 37.1% were married. The largest proportion of the respondents were aged between 20-30 years with 40.8%. Bachelor’s degree was the highest educational qualification of the respondents with 56.5%. The year of experience in the work falls equally with 4-6 years (29.3) and 7.10 years (29.3%). In terms of work shifts, 35% of the respondents worked rotating shifts, 34.4% worked night shifts and 30.6% in day shifts.

DESCRIPTIVE STATISTICS

Denotation of the statement	Employee Competency	Mean	Std. Deviation
EC1	I have strong knowledge of the technical, Analytical and Critical aspects of my job.	4.17	0.697
EC2	I understand the policies and procedures relevant to my role.	4.73	0.474
EC4	I manage my time efficiently to meet deadlines.	4.61	0.579
EC5	I quickly adapt to changes in work processes or technology.	4.56	0.619
EC6	I communicate clearly and professionally with colleagues.	4.74	0.481

Source: Computed Data

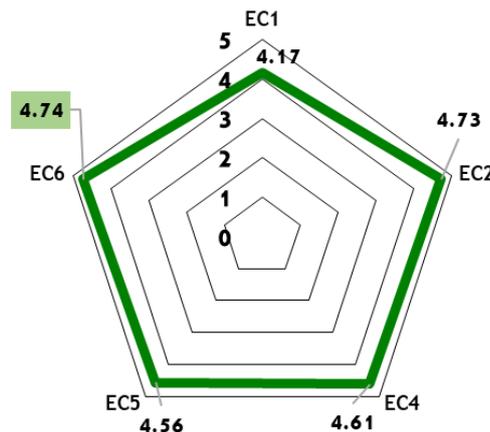


Figure 3- Radar Chart of the constructs of employee Competency

The descriptive statistics along with the Radar Chart of the Employee Competency highlights that majority of the respondents have agreed to the statement “I communicate clearly and professionally with colleagues.” With highest mean score of 4.74 and standard deviation value of 0.481.

Denotation Of the statement	Job Autonomy	Mean	Std. Deviation
JA1	I have flexibility in determining my work schedule.	4.28	0.632
JA2	I have the authority to solve work-related problems independently.	4.71	0.511
JA3	I am trusted to use my judgment in performing my duties.	4.50	0.654
JA5	Having freedom in how I perform my job improves the quality of my work	4.54	0.615
JA6	I feel emotionally committed to my work as it allows me to perform my job freely.	4.72	0.506

Source: Computed Data

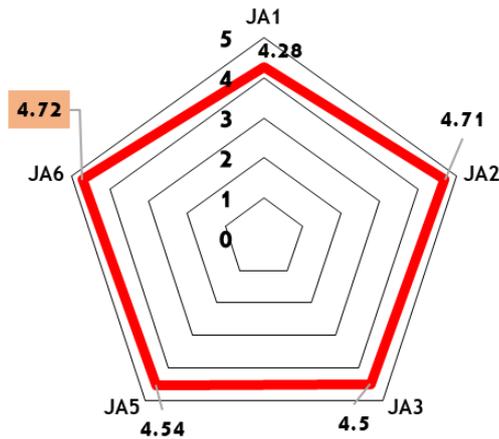


Figure 4- Radar Chart of the constructs of Job Autonomy

The descriptive statistics along with the Radar Chart of the Job Autonomy in their workplace highlights that majority of the respondents have agreed to the statement “I feel emotionally committed to my work as it allows me to perform my job freely.” With highest mean score of 4.72 and standard deviation value of 0.506.

Denotation Of the statement	Team Cohesion	Mean	Std. Deviation
TC1	There is mutual trust among my team members.	4.27	0.624
TC2	Team members support one another when difficulties arise.	4.78	0.449
TC3	We work together effectively to accomplish assignments.	4.56	0.630
TC5	Team members freely share information and ideas.	4.66	0.579
TC6	Conflicts in our team are resolved constructively.	4.74	0.483

Source: Computed Data

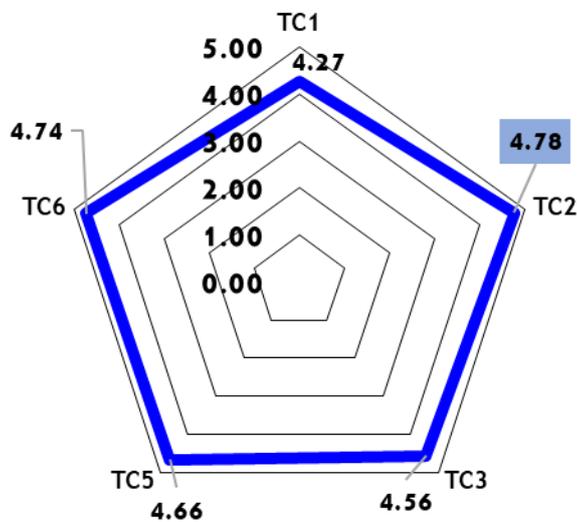


Figure 5- Radar Chart of the constructs of Team Cohesion

The descriptive statistics along with the Radar Chart of the Team Cohesion in their workplace highlights that majority of the respondents have agreed to the statement “Team members support one another when difficulties arise.” With highest mean score of 4.78 and standard deviation value of 0.449.

Denotation Of the statement	Workload Spike Performance	Mean	Std. Deviation
WSP1	I understand the importance and effect of sudden increase in workload.	4.21	0.615
WSP3	I quickly reorganize priorities when workload spikes occur.	4.39	0.666
WSP4	I efficiently allocate my time during peak workload phases.	4.72	0.479
WSP5	I can maintain the quality of work during peak work load.	4.53	0.616
WSP6	I can make quick decisions during high-demand periods.	4.72	0.512

Source: Computed Data

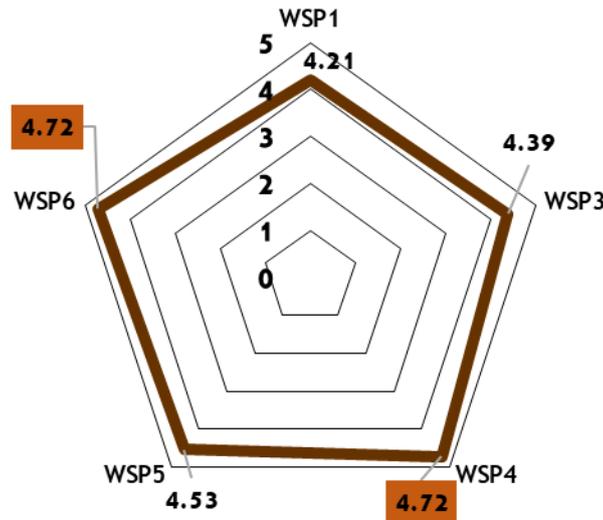


Figure 5- Radar Chart of the constructs of Workload Spike Performance

The descriptive statistics along with the Radar Chart of the Workload Spike Performance highlights that majority of the respondents have agreed to both the statements of “I efficiently allocate my time during peak workload phases.” with high mean score of 4.72 and standard deviation value of 0.479 and “I can make quick decisions during high-demand periods.” with high mean score of 4.72 and standard deviation value of 0.512.

CONFIRMATORY FACTOR ANALYSIS (CFA)

Confirmatory Factor Analysis (CFA) is a statistical analysis used to test whether the data fit the hypothesized measurement model based on the data collected into the theoretical and conceptual framework of the Construct. It is a type of factor analysis that is applied to verify the relationship between observed variable with their underlying latent constructs. It also helps in examining the validity and reliability of the measurement instruments adopted in the Research. Each latent variable is measured by multiple observed indicators and the strength of these relationships is estimated using factor loadings **Joseph F. Hair Jr. (2019)**.

EMPLOYEE COMPETENCY

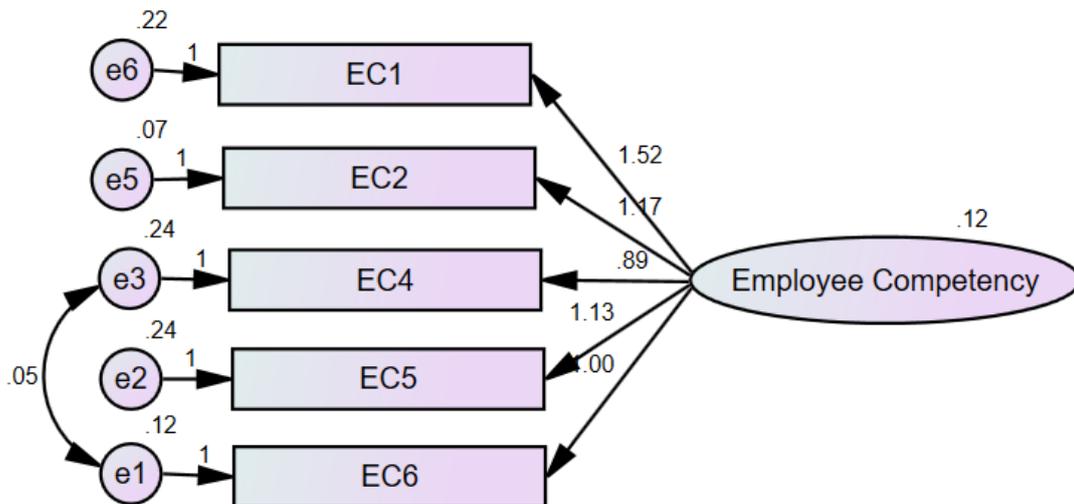


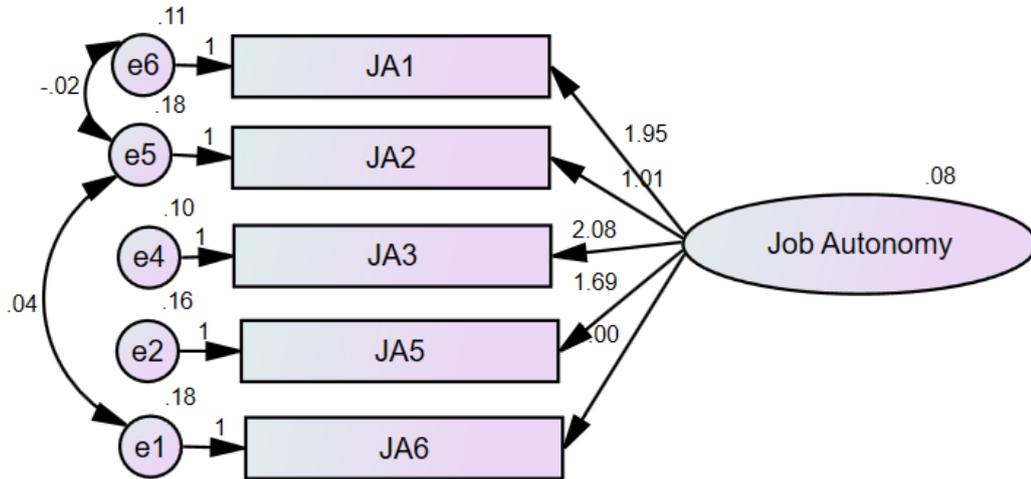
Figure 6: Confirmatory Factor Analysis (CFA) of Employee Competency

Model fit Indices of Confirmatory Factor Analysis (CFA) for Employee Competency

Indices	Value	Threshold
Number of statements before CFA	6	-
Chi-square value	7.109	-
DF	4	-
Chi-square value /Df	1.777	< 5.00 (Hair et al., 1998)
P value	0.130	> 0.05 (Hair et al., 1998)
GFI	0.991	> 0.90 (Hu and Bentler, 1999)
AGFI	0.965	> 0.90 (Hair et al. 2006)
CFI	0.994	> 0.90 (Daire et al., 2008)
RMR	0.008	< 0.08 (Hair et al. 2006)
RMSEA	0.052	< 0.08 (Hair et al. 2006)
Number of statements after CFA	5	-
Cronbach Alpha	0.814	>0.70

Source: Computed Data

The Confirmatory Factor Analysis (CFA) was applied to assess the validity and model fit of the measurement construct of Employee Competency. The Chi-square value of 7.109 with 4 degrees of freedom produced a Chi-square/df ratio of 1.777, which is below the recommended threshold of 5.0, indicating an acceptable model fit. The calculated P value is 0.130 which is greater than 0.05 resulting to perfectly fit with Goodness of Fit Index (GFI) value of 0.991 and Adjusted Goodness of Fit Index (AGFI) value of 0.965 meeting the threshold value of above 0.90 confirm the suitability of the model. Similarly, the Comparative Fit Index (CFI = 0.994) is above the acceptable level of 0.90 displaying excellent model fit. The Root Mean Square Residual (RMR = 0.008) and Root Mean Square Error of Approximation (RMSEA = 0.052) are both within the acceptable limits, further supporting the model's adequacy. After CFA, one statement was removed, resulting in five valid items for further analysis.



JOB AUTONOMY

Figure 7: Confirmatory Factor Analysis (CFA) of Job Autonomy

Model fit Indices of Confirmatory Factor Analysis (CFA) for Job Autonomy

Indices	Value	Threshold
Number of statements before CFA	6	-
Chi-square value	5.195	-
DF	3	-
Chi-square value /Df	1.732	< 5.00 (Hair et al., 1998)
P value	0.158	> 0.05 (Hair et al., 1998)
GFI	0.993	> 0.90 (Hu and Bentler, 1999)
AGFI	0.966	> 0.90 (Hair et al. 2006)
CFI	0.996	> 0.90 (Daire et al., 2008)
RMR	0.006	< 0.08 (Hair et al. 2006)
RMSEA	0.050	< 0.08 (Hair et al. 2006)
Number of statements after CFA	5	-
Cronbach Alpha	0.840	>0.70

Source: Computed Data

The Confirmatory Factor Analysis (CFA) was applied to assess the validity and model fit of the measurement construct of Job Autonomy. The Chi-square value of 5.195 with 3 degrees of freedom produced a Chi-square/df ratio of 1.732, which is below the recommended threshold of 5.0, indicating an acceptable model fit. The calculated P value is 0.158 which is greater than 0.05 resulting to perfectly fit with Goodness of Fit Index (GFI) value of 0.993 and Adjusted Goodness of Fit Index (AGFI) value of 0.966 meeting the threshold value of above 0.90 confirm the suitability of the model. Similarly, the Comparative Fit Index (CFI = 0.996) is above the acceptable level of 0.90 displaying excellent model fit. The Root Mean Square Residual (RMR = 0.006) and Root Mean Square Error of Approximation (RMSEA = 0.050) are both within the acceptable limits, further supporting the model's adequacy. After CFA, one statement was removed, resulting in five valid items for further analysis.

TEAM COHESION

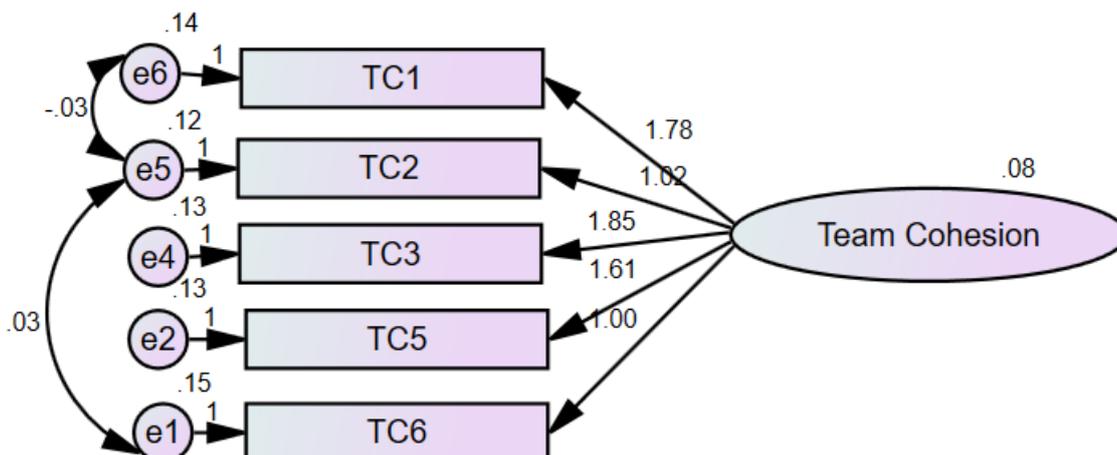


Figure 8: Confirmatory Factor Analysis (CFA) of Team Cohesion

Model fit Indices of Confirmatory Factor Analysis (CFA) for Team Cohesion

Indices	Value	Threshold
Number of statements before CFA	6	-
Chi-square value	3.075	-
DF	3	-
Chi-square value /Df	1.025	< 5.00 (Hair et al., 1998)
P value	0.380	> 0.05 (Hair et al., 1998)
GFI	0.996	> 0.90 (Hu and Bentler, 1999)
AGFI	0.979	> 0.90 (Hair et al. 2006)
CFI	1.000	> 0.90 (Daire et al., 2008)
RMR	0.004	< 0.08 (Hair et al. 2006)
RMSEA	0.009	< 0.08 (Hair et al. 2006)
Number of statements after CFA	5	
Cronbach Alpha	0.847	>0.70

Source: Computed Data

The Confirmatory Factor Analysis (CFA) was applied to assess the validity and model fit of the measurement construct of Team Cohesion. The Chi-square value of 3.075 with 3 degrees of freedom produced a Chi-square/df ratio of 1.025, which is below the recommended threshold of 5.0, indicating an acceptable model fit. The calculated P value is 0.380 which is greater than 0.05 resulting to perfectly fit with Goodness of Fit Index (GFI) value of 0.996 and Adjusted Goodness of Fit Index (AGFI) value of 0.979 meeting the threshold value of above 0.90 confirm the suitability of the model. Similarly, the Comparative Fit Index (CFI = 1.000) is above the acceptable level of 0.90 displaying excellent model fit. The Root Mean Square Residual (RMR = 0.004) and Root Mean Square Error of Approximation (RMSEA = 0.009) are both within the acceptable limits, further supporting the model's adequacy. After CFA, one statement was removed, resulting in five valid items for further analysis.

WORKLOAD SPIKE PERFORMANCE

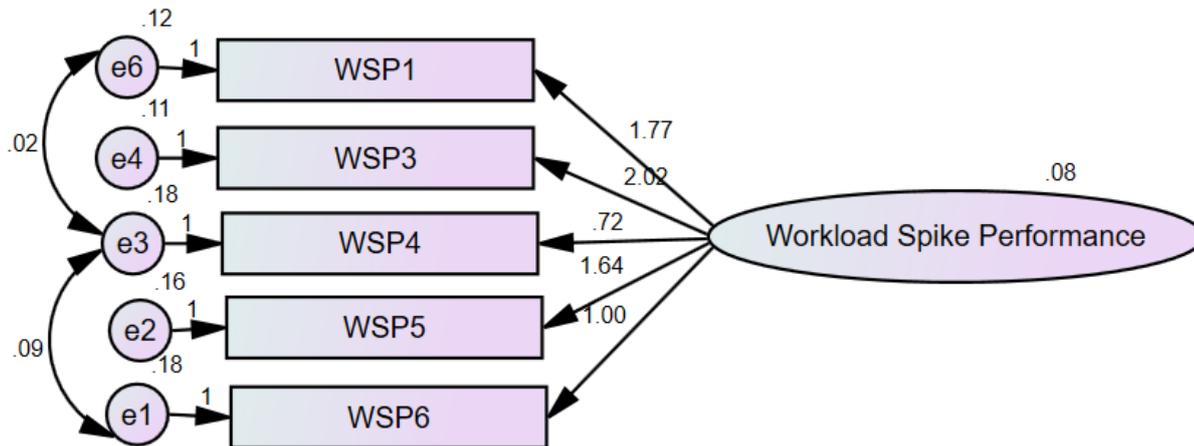


Figure 9: Confirmatory Factor Analysis (CFA) of Workload Spike Performance

Model fit Indices of Confirmatory Factor Analysis (CFA) for Workload Spike Performance

Indices	Value	Threshold
Number of statements before CFA	6	-
Chi-square value	4.327	-
DF	3	-
Chi-square value /Df	1.442	< 5.00 (Hair et al., 1998)
P value	0.228	> 0.05 (Hair et al., 1998)
GFI	0.994	> 0.90 (Hu and Bentler, 1999)
AGFI	0.970	> 0.90 (Hair et al. 2006)
CFI	0.998	> 0.90 (Daire et al., 2008)
RMR	0.005	< 0.08 (Hair et al. 2006)
RMSEA	0.039	< 0.08 (Hair et al. 2006)
Number of statements after CFA	5	
Cronbach Alpha	0.841	>0.70

Source: Computed Data

The Confirmatory Factor Analysis (CFA) was applied to assess the validity and model fit of the measurement construct of Workload Spike Performance. The Chi-square value of 4.327 with 3 degrees of freedom produced a Chi-square/df ratio of 1.442, which is below the recommended threshold of 5.0, indicating an acceptable model fit. The calculated P value is 0.228 which is greater than 0.05 resulting to perfectly fit with Goodness of Fit Index (GFI) value of 0.994 and Adjusted Goodness of Fit Index (AGFI) value of 0.970 meeting the threshold value of above 0.90 confirm the suitability of the model. Similarly, the Comparative Fit Index (CFI = 0.998) is above the acceptable level of 0.90 displaying excellent model fit. The Root Mean Square Residual (RMR = 0.005) and Root Mean Square Error of Approximation (RMSEA = 0.039) are both within the acceptable limits, further supporting the model's adequacy. After CFA, one statement was removed, resulting in five valid items for further analysis.

STRUCTURAL EQUATION MODEL (SEM) ON WORKLOAD SPIKE PERFORMANCE

Structural Equation Modeling (SEM) is a multivariate statistical technique applied to analyze the complex relationships between observed and latent variables. It combines the components of factor analysis and multiple regression to analyze the structural relationships within the

theoretical and conceptual framework of the Research. Structural Equation Modeling (SEM) tests the hypotheses of both direct and indirect relationships among the variables of the Research. It assesses the validity and reliability of measurement instruments with the evaluation of the measurement model. Structural Equation Modeling (SEM) provides Goodness of Fit indices to determine the degree of proposed model fits in the collected Data of the Research. Structural Equation Modeling (SEM) used to test how well the model fit in the data of confirmatory than exploratory (Kumar, 2012). It takes errors into account and estimates the variance parameters for both independent variable and dependent variable.

Structural Equation Modeling (SEM) has two main components, The measurement model and the structural model. The measurement model assesses the relationship between the latent construct and their observed indicators and the structural model analyses the casual relationships among the latent variables.

The Variables used in the Structural Equation Modeling are

- I. Observed, Endogenous Variables**
 - 1. Job Autonomy
 - 2. Workload Spike Performance
- II. Observed, Exogenous Variables**
 - 1. Employee Competency
 - 2. Team Cohesion
- III. Unobserved, Exogenous Variables**
 - 1. e1
 - 2. e2

Number of Variables in the SEM is

Number of variables in your model:	6
Number of observed variables:	4
Number of unobserved variables:	2
Number of exogenous variables:	4
Number of endogenous variables:	2

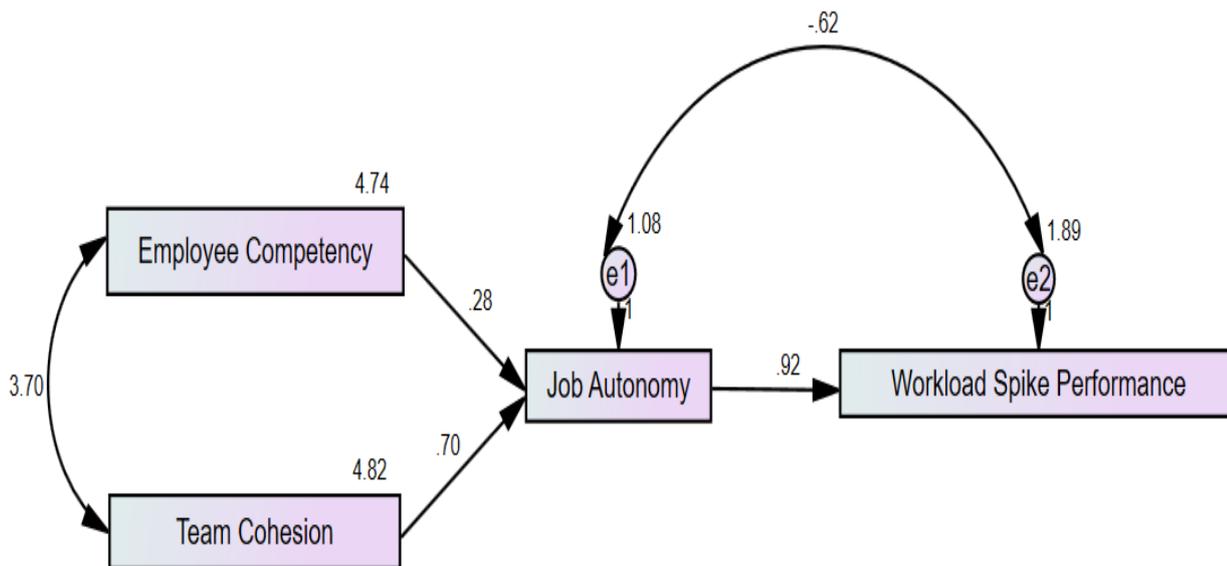


Fig 10- Structural Equation Modeling (SEM) based on Standardized Coefficient on Workload Spike Performance

Model Fit Indices of Structural Equation Model

Indices	Value	Threshold Values
Chi-square value	0.144	-
DF	1	-
Chi-square value /Df	0.144	< 5.00 (Hair et al., 1998)
P value	0.704	> 0.05 (Hair et al., 1998)
GFI	1.000	> 0.90 (Hu and Bentler, 1999)
AGFI	0.998	> 0.90 (Hair et al. 2006)
CFI	1.000	> 0.90 (Daire et al., 2008)
RMR	0.008	< 0.08 (Hair et al. 2006)
RMSEA	0.000	< 0.08 (Hair et al. 2006)

Source: Computed Data

The Goodness of Fit Indices were assessed to evaluate on how well the proposed structural equation model fits the observed data. The structural equation modelling fit indices of **Chi-square statistics, GFI, AGFI, CFI, RMR, and RMSEA** were considered and compared with the recommended threshold values suggested in the literature.

Chi-square (χ^2) and Chi-square/Degree of Freedom Ratio

The Chi-square value is 0.144 with 1 degree of freedom with Chi-square value /Df i.e χ^2/df ratio is 0.144 which is below the recommended threshold value of 5.00 (Hair et al., 1998). This reveals that the discrepancy between the observed covariance matrix and the model-reflected covariance matrix is very small indicating good model fit.

p-Value

The p-Value is 0.704 which is above than 0.05 (Hair et al., 1998). A non-significant p-value shows that there is no significant difference between the sample data and the proposed model. So, the structural model adequately fits the observed data.

Goodness of Fit Index (GFI)

The GFI value is 1.000, which is greater than the recommended threshold of 0.90 (Hu and Bentler, 1999). This advocates that the model explains all the variance and covariance in the sample data, reflecting an excellent fit.

Adjusted Goodness of Fit Index (AGFI)

The AGFI value is 0.998 which exceeds the recommended value of 0.90 (Hair et al., 2006). This reveals that the model fit even after adjusting for the model's degree of freedom.

Comparative Fit Index (CFI)

The CFI value is 1.000 which is more than the acceptable threshold of 0.90 (Daire et al., 2008). This highlights that the proposed model fits the data extremely well when compared with the null mode.

Root Mean Square Residual (RMR)

The RMR value is 0.008 which below the threshold value of 0.08 (Hair et al., 2006). This reveals that the residual between the observed and predicted covariance matrices are less resulting to good model fit.

Root means Square Error of Approximation (RMSEA)

The (RMSEA) value is 0.000 which is well below the recommended threshold of 0.08 (Hair et al., 2006). This shows that the model has a perfect or near to perfect fit with very minimal approximation error.

Overall, the model fit indices fulfill the threshold values suggested in the literatures. The χ^2/df ratio, GFI, AGFI, CFI, RMR, and RMSEA values all indicate an excellent model fit. Therefore, it can be concluded that the proposed structural equation model provides a very good representation of the observed data, and the relationships among employee competency, team cohesion, job autonomy, and workload spike performance are well supported by the model.

Table Variables in the Structural Equation Modeling (SEM) Analysis

Variables			Unstandardized Coefficient	S.E of B	Standardized Co-efficient (Beta)	t value	P Value
Job Autonomy	←-----	Employee Competency	0.277	0.040	0.263	6.945	<0.001**
Job Autonomy	←-----	Team Cohesion	0.700	0.040	0.671	17.319	<0.001**
Workload Spike Performance	←-----	Job Autonomy	0.917	0.039	0.924	23.250	<0.001**

Source: Computed Data

Note: ** denotes significant at 1% level

The Structural Equation Modeling (SEM) analysis was applied to examine the relationship between Employee Competency, Team Cohesion, Job Autonomy and Workload Spike Performance. The Model has Six Variables which consists of Four Observed Variables and Two Unobserved error variables (e1 and e2). The Exogenous variables are employee competency and team cohesion and the endogenous variables are job autonomy and workload spike performance.

The Structural Equation Modeling (SEM) reveals that employee competency has a positive and statistically significant effect on Job Autonomy. The Unstandardized coefficient value is 0.277, the Standardized coefficient (β) is 0.263. The t value is 6.945 with the p-value less than 0.001 shows that the relationship is significant at the 1% level. These values advocates that higher level of employee competency provides greater Job autonomy. The competent employees are more cable of handling responsibilities independently that leads to allocation of more autonomy in their work.

The team cohesion has a strong positive and significant impact on job autonomy. The Unstandardized coefficient value is 0.700, the Standardized coefficient (β) is 0.671. The t value is 17.319 with the p-value less than 0.001 shows that the relationship is significant at the 1% level. These analysis values advocates that when team members work together effectively with good interpersonal relationships among them, the employees experience greater autonomy in performing their task.

The Mediated Job Autonomy significantly influences workload spike performance. The Unstandardized coefficient is 0.917 and the standardized coefficient (β) is 0.924, indicating a very strong positive relationship. The t-value of 23.250 with p-value <0.001 depicts that the mediated relationship is statistically significant at the 1% level. These values suggests that employee with greater job autonomy manage the sudden spike in the workload also maintain high level of performance during the workload spikes.

Hence, the Structural Equation Modeling (SEM) analysis shows that employee competency and team cohesion positively influences the Job Autonomy, which in turn mediates significantly on workload spike performance. Among the predictors, team cohesion has a stronger effect on Job Autonomy compared to employee competency. The mediated Job Autonomy has very strong Impact on workload spike performance. These Findings highlights the importance of developing employee skills and knowledge for the work also developing the interpersonal skills among team members to enhance job autonomy which indeed helps in challenging situation of sudden increase in workload.

SUGGESTIONS OF THE STUDY

- ✓ The Organizations must provide regular Training programs, workshops and skill development space to employees to build and update their technical and analytical competencies.
- ✓ The organizations and managers should must allow employees autonomy in scheduling their tasks which could improve their work-life balance also performance in peak work schedule.
- ✓ The Organizations must Conduct team-building activities, collaborative projects and open communication sessions to strengthen trust.
- ✓ The Organizations should provide workload spike management training and clear communication during such peak workload periods.

CONCLUSION

Workload spikes are increasingly becoming a common part of the normal work schedule. Therefore, understanding employee performance during such periods is crucial for evaluating their performance appraisal and assessing their efficiency in achieving organizational goals. The research aimed to understand the relationship between employee competency and team cohesion through the Job Autonomy towards Workload Spike Performance. The Findings of the study reveals that there is a significant relationship of both employee Competency and Team cohesion on Job Autonomy towards the workload Spike Performance. Hence, promoting skilled employees, cohesive teams and autonomous work environments is essential for maintaining performance during periods of high workload.

RESEARCH FOR FURTHER SCOPE

- ✓ The relationship between workload spikes and employee engagement can be further examined to understand how sudden increases in workload influence employees' motivation and commitment.
- ✓ Stress management strategies during periods of workload spikes can be explored to identify effective methods that help employees cope with increased job pressure.
- ✓ Future studies may focus on banking and teaching sectors using the same variables to compare how workload spikes affect employees in different professional environments.

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