


# Analysis of the Effect of Competency and Workload on Performance Mediated by Work Motivation in Pattimura University Academic Employees

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Article Info	ABSTRACT
<p><b>Keywords:</b> competence, Performance workloads, Work motivation, Performance</p>	<p>The aim of this research is to analyze the influence of competency and workload on performance which is mediated by job satisfaction among employees in the Academic Division of Pattimura University.. This research is quantitative research. The research instrument used was a questionnaire. The number of samples taken was 39 respondentsThe data analysis method used is SEM PLS 3.0 to test the formative and reflective models between indicators. Based on the results of the data tests that have been carried out, the results obtained are thatCompetency(X1) has a positive and significant influence on performance (Y), and workload (X2) has a positive influence on performance. Competence has a positive and significant effect on work motivation. Workload has a positive and significant effect on performance. Likewise, work motivation has a positive and significant influence on performance. Apart from that, Competence has a positive and significant effect on performance mediated by work motivation (Z) and workload has a positive and significant effect on performance mediated by work motivation (Z). Thus it is clear that work motivation is able to mediate the influence of competency and workload on performance.</p>
<p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license</p> 	<p><b>Corresponding Author:</b> Handry Maulany Postgraduate Masters in Management, Pattimura University, Jl. Ir. M. Putuhena, Poka, District. Tlk. Ambon, Ambon City, Maluku. <a href="mailto:handry.maulany87@gmail.com">handry.maulany87@gmail.com</a></p>

## INTRODUCTION

In today's world of work, every company must be able to develop and improve company performance by implementing various methods arranged in programs. Many factors are involved in improving company performance. One important factor that a company must pay attention to in achieving its goals is the human resources (HR) factor. Humans as the driving force of a company are the main factor because the existence of a company depends on the humans involved behind it. To be able to achieve the company's goals, competent human resources are needed to carry out their duties. Likewise with government organizations or public services, human resources are the key to organizational development.

The presence of employees in providing maximum public services is really needed by the community, so that employees are required to be responsible and professional in

providing good public services in order to create good governance (Manullang et al., 2020). Apart from that, employees in government are one of the main implementing factors in development, whether at the regional or central level (Ansori and Ali, 2015). The position of human resources is so important in their role that they are required to mobilize all their abilities, competencies and energy to create the best performance (Evita et al., 2017).

Competence according to the description of Spencer and Spencer (1993) is the basic characteristic of a worker who uses the deepest part of his personality, and can influence his behavior when he faces work, which ultimately influences his ability to improve his work performance. Furthermore, Wenting (1996) defines the concept of competency as synonymous with performance, namely as "demonstrated ability (including knowledge, skills, or attitudes) to perform successfully a specific task to meet standards". Competency is the ability that a person shows in completing certain tasks based on predetermined standards. Spencer and Spencer (1993) further explained that there are five characteristics that form competence, namely: character, motives, self-concept, knowledge and skills. When carrying out work, employees are faced with tasks and responsibilities which become a workload for them. Workload is a term that has become known since the 1970s. Many experts have put forward definitions of workload so that there are several different definitions regarding workload. It is a multi-dimensional concept, so it is difficult to reach just one conclusion regarding the correct definition (Cain, 2007). By stating the definitions above, it can be concluded that workload is the extent to which an individual worker's capacity is needed to complete the tasks assigned to him, which can be indicated by the amount of work that must be done, the time/time limits that the worker has in completing the task, as well as the individual's own subjective views regarding the work assigned to him.

The desire to do something as a willingness to expend a high level of effort for organizational goals which is conditioned by the ability of that effort to meet an individual need. (Robins, 2017) Motivation can be defined as encouragement that arises from within or from outside a person so that it can encourage people to work well. Herzberg and Frederick (2011) explain that there are two types of factors that encourage someone to try to achieve satisfaction and distance themselves from dissatisfaction. These two factors are indicators for measuring motivation, namely motivator factors (intrinsic factors) and hygiene factors (extrinsic factors). Intrinsic motivation consists of 3 factors, namely feelings of achievement (work performance), recognition (recognition) and increased responsibility (increasing responsibility).

Employee performance is the result of quality work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2016) Performance will also be important because performance will be able to reflect the measure of the success of leadership elements in managing the organization and Human Resources in an organization (Azas et al., 2019). Performance can also be defined as the

result of certain planned work processes at the time and place of the employee and organization concerned (Novriansyah et al., 2019).

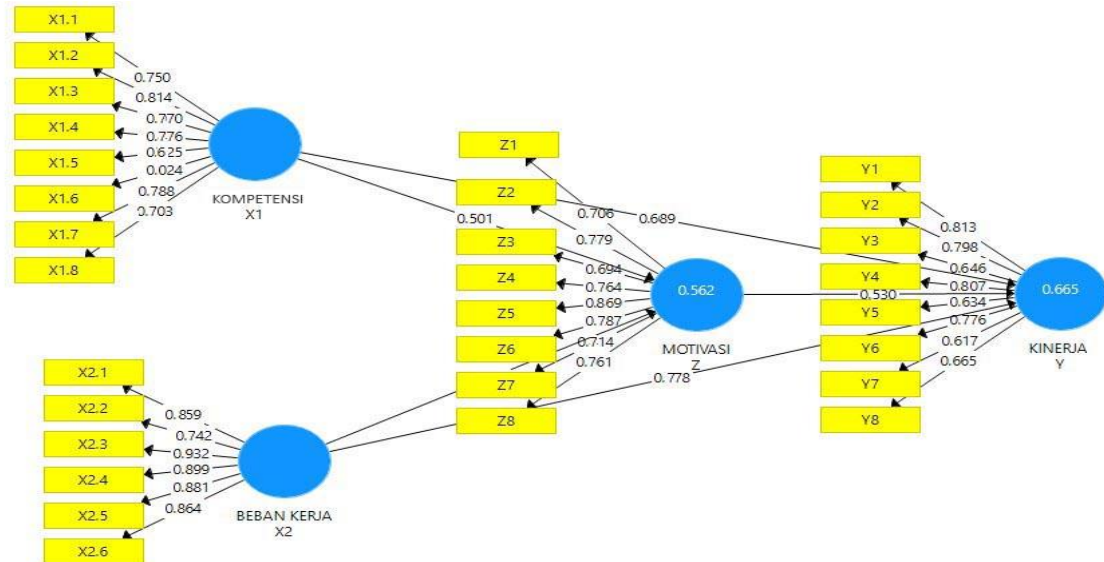
Pattimura University is the oldest and largest state university in Maluku Province. The phenomenon found is that competence cannot guarantee that performance has been achieved well, without an even distribution of tasks. Because in reality, even though employees have good competence, there are still jobs that do not match their competence. Regarding competency, in terms of knowledge, there are differences of opinion among the State Civil Apparatus regarding policies regarding the tasks carried out, including those with a bachelor's degree who can carry out certain tasks. In terms of skills, in the world of work today employee skills are required in everything including computer operation considering that everything uses applications. In fact, there are still employees who cannot operate a computer, let alone use applications. On the other hand, there is also an imbalance in work, because the number of existing employees is not balanced with the workload given. This also has an impact on the academic performance. The performance of the State Civil Apparatus at Pattimura University still needs to continue to be improved when viewed from the quantity and quality of work.

#### RESEARCH METHOD

The population in the study is the area that the researcher wants to study. As according to Sugiyono (2011: 80) "population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn." The opinion above is one of the references for writers to determine population. The population in this study is the population in this study is the employees of the Academic Department of Pattimura University, totaling 39 people. To obtain the data shown in this study the author used a questionnaire, namely a data collection technique by distributing a list of written questions that had been formulated in advance which would be answered by the respondent according to the alternative answers provided

**RESULTS AND DISCUSSION**

Outer Model Original



Based on the results of the data processing, the results can be explained as follows:

Table 1. Outer Loading Values

Variable	Indicator	Criteria	Outer Loading
COMPETENCE (X1)	X1.1	>0.5	0.750
	X1.2		0.814
	X1.3		0.770
	X1.4		0.776
	X1.5		0.625
	X1.6		0.824
	X1.7		0.788
	X1.8		0.703
WORKLOAD (X2)	X2.1	>0.5	0.859
	X2.2		0.742
	X2.3		0.932
	X2.4		0.899
	X2.5		0.881
	X2.6		0.864
MOTIVATION (Z)	Z1	>0.5	0.706
	Z2		0.779
	Z3		0.694
	Z4		0.764

Variable	Indicator	Criteria	Outer Loading
	Z5		0.869
	Z6		0.787
	Z7		0.714
	Z8		0.761
Performance (Y)	Y 1	>0.5	0.813
	Y 2		0.798
	Y 3		0.646
	Y 4		0.807
	Y 5		0.634
	Y6		0.776
	Y7		0.617
	Y8		0.665

Source: Primary Data processed using Smart PLS 3.0, 2024

Table 1 shows that there are no outer loading values for indicators that are <0.5, so that all of these indicators can be said to be reliable. And all of these indicators can be said to be reliable.

Table 2. Croos Loading Value

	WORKLOAD_X2	COMPETENCY_X1	PERFORMANCE_Y	MOTIVATION_Z
X1.1	0.703	0.750	0.554	0.448
X1.2	0.772	0.814	0.602	0.627
X1.3	0.183	0.770	0.050	-0.128
X1.4	-0.088	0.776	-0.191	-0.289
X1.5	-0.086	0.625	-0.145	-0.264
X1.6	0.208	0.824	0.142	0.149
X1.7	-0.016	0.788	-0.211	-0.302
X1.8	0.025	0.703	0.117	0.081
X2.1	0.859	-0.058	0.013	-0.021
X2.2	0.742	-0.412	-0.252	-0.233
X2.3	0.932	0.654	0.674	0.550
X2.4	0.899	0.686	0.649	0.600
X2.5	0.881	0.702	0.533	0.640
X2.6	0.864	0.641	0.762	0.627
Y1	0.752	0.599	0.813	0.641
Y2	0.334	0.122	0.798	0.394

Y3	0.263	0.331	<b>0.646</b>	0.404
Y4	0.217	0.469	<b>0.807</b>	0.483
Y5	0.399	0.445	<b>0.634</b>	0.443
Y6	0.714	0.590	<b>0.776</b>	0.561
Y7	0.375	0.315	<b>0.617</b>	0.247
Y8	0.303	0.392	<b>0.665</b>	0.449
Z1	0.758	0.689	0.710	<b>0.706</b>
Z2	0.061	0.437	0.249	<b>0.779</b>
Z3	0.204	0.327	0.412	<b>0.694</b>
Z4	0.137	0.140	0.269	<b>0.764</b>
Z5	0.343	0.424	0.186	<b>0.869</b>
Z6	-0.095	-0.023	0.026	<b>0.787</b>
Z7	0.137	0.173	0.399	<b>0.714</b>
Z8	0.482	0.335	0.402	<b>0.761</b>

Source: Primary Data processed using Smart PLS 3.0, 2024

One of the criteria used in testing discriminant validity is the cross loading value of each indicator on the variable being measured, this variable must be greater than the cross loading on other variables. Based on the table above, it shows that the cross loading values for the indicators of this research model have met the criteria in the discriminant validity test and can be declared valid.

**Table 3.**Avarage Variance Extracted, Composite Reliability and Cronbach's Alpha

		Average variance extracted (AVE)		Cronbach's Alpha	Composite Reliability
WORKLOAD_X2	>0.5	<b>0.557</b>	>0.6	<b>0.683</b>	<b>0.812</b>
COMPETENCY_X1		<b>0.625</b>		<b>0.768</b>	<b>0.701</b>
MOTIVATION_Z		<b>0.792</b>		<b>0.760</b>	<b>0.829</b>
PERFORMANCE_Y		<b>0.692</b>		<b>0.684</b>	<b>0.755</b>

Source: Primary Data processed using Smart PLS 3.0, 2024

Based on this table, there are variables that have a value of <0.5, including employee performance (Y) and the three variables have an AVE that is >0.5 so that the contract has good convergent validity where the latent variable can explain an average of half of the variance. from the indicators.

**Table 4.R-Square Value**

	R Square
PERFORMANCE_Y	0.765
MOTIVATION_Z	0.662

Source: Primary Data processed using Smart PLS 3.0, 2024

Based on the table above, it shows that the variables Performance and Organizational Commitment respectively have an R-Square value of 0.755 and 0.779.

### Path Coefficients

Path coefficients are also used to measure the significance between variables, but the criteria used in the Path Coefficients test range from -1 to +1, the closer to +1, the stronger the relationship between constructs.

**Table 5.Path Coefficients**

	Employee Performance (Y)	Organizational Commitment (Z)_
WORKLOAD_X2	0.778	0.794
COMPETENCY_X1	0.689	0.501
MOTIVATION_Z		
PERFORMANCE_Y	0.530	

Source: Primary Data processed using Smart PLS 3.0, 2024

### Hypothesis test

#### Indirect Effect Test Results

Evaluation of indirect influence aims to measure, determine and analyze the strength of the relationship between intervening variables. The table shows that the sample size is 39 respondents.

**Table 6.T-Statistic values of direct effect and indirect effect**

	T Statistics ( O/STDEV )	P Values
WORKLOAD_X2 -> PERFORMANCE_Y	4,657	0,000
WORKLOAD_X2 -> MOTIVATION_Z	2,294	0.016
COMPETENCY_X1 -> PERFORMANCE_Y	4,483	0,000
COMPETENCY_X1 -> MOTIVATION_Z	4,002	0,000
MOTIVATION_Z -> PERFORMANCE_Y	2,334	0.020
WORKLOAD_X2 -> MOTIVATION_Z -> PERFORMANCE_Y	2,833	0.036
COMPETENCY_X1 -> MOTIVATION_Z -> PERFORMANCE_Y	2,830	0.007

Source: Primary Data processed using Smart PLS 3.0, 2024

Based on the table above for the results of the statistical t test and P Value test, all the statistical T values in the Direct and Indirect Influence Test show that  $t_{count} > t_{table}$  (2.023). And the p value  $< 0.05$ . Thus the hypothetical decision is as follows: H1: Competence has a positive effect on performance, H2: Workload has a positive and significant effect on performance, H3: Work motivation has a positive and significant effect on performance, H4: Competency has a positive and significant effect on motivation H5: Workload has a positive and significant effect on motivation H6: Competence has a positive effect on performance mediated by work motivation H7: Workload has a positive effect on performance mediated by work motivation

### **The Influence of Competency on the Performance of Pattimura University Academic Employees**

Based on the results of the hypothesis testing that has been carried out, the first hypothesis in this research is accepted where Competency has a positive and significant influence on Employee Performance. This result can be seen from the t-statistics value in Hypothesis testing where the calculated t-value of 4.483 is greater than the ttable value of 2.023 and the p-value of 0.000 is smaller than the predetermined criteria value of 0.05. Academic employees who have competence will demonstrated through high ability, knowledge, skills, character, self-concept and positive motives in doing work, which will ultimately show high performance through the quality of work, quantity of work, punctuality and initiative in work. The results of this research are in line with research from Dian (2019) and Rizky (201) which states that competence has a positive effect on performance.

### **The Influence of Workload on the Performance of Pattimura University Academic Employees**

Based on the results of the hypothesis testing that has been carried out, the second hypothesis in this research is accepted, namely that workload has a positive and significant influence on employee performance. This result can be seen from the t-statistics value in Hypothesis testing where the calculated t-value of 4.657 is greater than the table value of 2.023 and the p-value of 0.000 is smaller than the predetermined criteria value of 0.05. The research results show that workload has a significant positive effect on employee performance. This means that even though academic employees have a high workload, employees are required to continue to show good performance.

This is in accordance with research by Tjiabrata et al. (2017) that workload influences employee performance. Raynald Karauwan's research (2015) at the South Minahasa Public Works Department stated that workload had a positive and significant effect on ASN performance.

### **The Influence of Competency on the Work Motivation of Pattimura University Academic Employees**

Based on the results of the hypothesis testing that has been carried out, the third hypothesis in this research is accepted, namely that competency has a positive and significant influence on employee work motivation. This result can be seen from the t-statistics value in Hypothesis testing where the calculated t-value of 4.002 is greater than the t-table value of 2.023 and the p-value of 0.000 is smaller than the predetermined criteria value of 0.05. The more employee competence is improved, the more employee work motivation will increase in producing better performance. Because basically motivation can encourage employees to work hard so they can achieve their goals (HM Nasution, et al, 2016).

The results of this research are supported by research from Arif Triyanto and Sudarwati (2014) who found that competence has a positive and significant effect on work motivation. Also research by Basori (2017) which explains that there is an influence of employee competence on work motivation.

### **The Influence of Workload on Work Motivation in the Academic Department of Pattimura University**

Based on the results of the hypothesis testing that has been carried out, the fourth hypothesis in this research is accepted, namely that workload has a positive and significant influence on employee work motivation. This result can be seen from the t-statistics value in Hypothesis testing where the calculated t-value of 2.294 is greater than the t table value of 2.023 and the p-value of 0.000 is smaller than the predetermined criteria value of 0.016. A large workload does not result in a decrease in work motivation, on the contrary, with the attention and policies implemented by the University leadership, employee work motivation continues to be boosted. For Pattimura University academic employees, the greater workload does not reduce work motivation. Thus, it can be said that workload has a significant effect on work motivation. The results of this research are supported by research conducted by Prahastari (2015) which states that workload has a positive and significant effect on motivation. These results are also supported by research conducted by Adinugroho (2017) which states that workload influences motivation.

### **The Influence of Work Motivation on the Performance of Patimura University Academic Employees**

Based on the results of the hypothesis testing that has been carried out, the fifth hypothesis in this research is accepted, namely that work motivation has a positive and significant influence on employee performance. This result can be seen from the t-statistics value in Hypothesis testing where the calculated t-value of 2.334 is greater than the t table value of 2.023 and the p-value of 0.020 is smaller than the predetermined criteria value of 0.05. For

academic employees, the higher the motivation. employee work, the higher the resulting performance will be. Employees want to be satisfied intrinsically and extrinsically, in other words, when they feel satisfied with what they do as part of their responsibilities in the office, this will motivate the employee to produce achievements. Research related to the influence of work motivation on performance, for example research conducted by Mahardika et al., (2013), Wulandari and Bagia (2020), Mardiana et al., (2020), Masriah et al., (2022) found that motivation has a positive and significant effect on employee performance. This is related to employees who have high motivation tend to have good performance compared to employees who have less motivation. According to Wulandari and Bagia (2020), employee work motivation is very important for organizational leaders to understand because it really determines the employee's performance.

### **The Influence of Competency on Performance Mediated by Work Motivation**

The research results prove that competence has a significant effect on performance mediated by work motivation. This is shown by the calculated t value of  $2.830 > 2.023$  with a p value of 0.007. For employees of the Academic Department at Pattimura University, the competencies possessed by employees will further encourage employee performance to increase if the leader's behavior can encourage the emergence of work motivation in employees. This also means that work motivation is able to mediate the influence of competence on employee performance. This research is supported by Mulyana Yayan., et al, (2021) who show that performance is influenced by motivation. Salam's research (2020) found that work motivation influences employee performance

### **The Effect of Workload on Performance Mediated by Work Motivation**

Based on the results of the hypothesis testing that has been carried out, the seventh hypothesis in this research is accepted, namely that workload has a significant effect on performance, mediated by work motivation. This result can be seen from the t-statistics value in Hypothesis testing where the calculated t-value of 2.833 is greater than the t table value of 2.023 and the p-value of 0.007 is smaller than the predetermined criteria value of 0.05. For Pattimura University academic employees, the burden High levels of work will still be able to encourage increased performance, if employees feel the motivation that exists within themselves or that they receive from the organization, can be a strong driving force for employees to work well. In other words, if employees have strong motivation within themselves, then whatever workload they have, academic employees will continue to try to complete their work for the benefit of many people, especially the interests of students. This means that work motivation is able to mediate the influence of workload on employee performance. The results of this research are supported by research by Nazla Syafrina Putri

et al (2023) which explains that workload affects employee performance mediated by work motivation at the Deli Serdang Regency Statistics Agency office.

## CONCLUSION

Competency has a significant effect on the performance of Pattimura University Academic employees. This means that the more employee competence is improved, the employee performance will also increase. Workload has a significant effect on the performance of Pattimura University Academic employees. This means that the higher the workload, the employee performance will also increase. Competence has a significant effect on the work motivation of employees in the Academic Division of Pattimura University. This means that the more employee competence is improved, the employee performance will also increase. Workload has a significant effect on the Work Motivation of employees in the Academic Division of Pattimura University. This means that the higher the workload, the employee Work Motivation increases. Work Motivation has a significant effect on the performance of employees in the Academic Department at Pattimura University. This means that the higher the employee's Work Motivation, the employee performance will also increase. Competence has a significant effect on employee performance, mediated by the work motivation of Pattimura University's academic department. This means that the more employee work motivation increases, the employee competency will be able to improve employee performance. Workload has a significant effect on employee performance, mediated by the work motivation of Pattimura University's academic department. This means that the more employee work motivation increases, the workload will be able to increase employee performance.

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