

The influence of competence, job placement, and workload on employee performance through intrinsic motivation as an intervening variable in the communication and informatics department of the Riau Islands Provincial Government

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Abstract

Purpose: This study investigates the effects of competence, job placement, and workload on employee performance, with intrinsic motivation serving as an intervening variable. The context is the Communication and Informatics Department of the Riau Islands Provincial Government, where digital transformation demands strong human resource management.

Research Methodology: The study applied a quantitative approach using Partial Least Squares (PLS) analysis with SmartPLS 4.0. Data were collected from 105 employees, representing the full population of the department. Constructs such as competence, job placement, workload, intrinsic motivation, and performance were measured through validated Likert-scale questionnaires.

Results: The analysis indicates that competence, job placement, and workload significantly affect employee performance both directly and indirectly through intrinsic motivation. Intrinsic motivation serves as a mediating factor, strengthening the relationship between human resource variables and performance outcomes.

Conclusions: The findings underscore the importance of aligning employee competence with job placement, distributing workload effectively, and fostering intrinsic motivation to achieve optimal performance. For government institutions undergoing digital transformation, supportive leadership and recognition practices are critical to enhancing service delivery and organizational effectiveness.

Limitations: The research is limited to one government agency, which restricts generalization to broader contexts. The cross-sectional design captures relationships at one point in time, limiting insights into long-term dynamics. Moreover, other potential factors influencing performance, such as organizational culture or leadership style, were not included.

Contribution: Research contributes to public sector HRM by evidencing how competence, placement, workload, and motivation interact in digital transformation.

Keywords: *Competence, Employee Performance and Intrinsic Motivation, Job Placement, Workload*

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1. Introduction

In an era greatly influenced by the development of information and communication technology (ICT), the role of the Riau Islands Province Communication and Informatics Office is crucial in supporting efforts to provide efficiency, transparency, and improve public services to the community. The ongoing digital transformation in the government sector has become a top priority in many regions, including the Riau Islands Province. This province is unique in that it consists of various islands with large distances, with an area dominated by maritime areas and archipelagos consisting of 2,028 islands; thus, ICT plays a crucial role in overcoming these geographical constraints.

The Government of the Republic of Indonesia issued Presidential Regulation Number 95 of 2018 concerning electronic-based government systems (SPBE). The purpose of the SPBE is to improve operational efficiency, transparency, and services to the community through the application of information and communication technology in various aspects of government. The SPBE brings the concept of using information technology to replace traditional methods, with the hope that this will bring positive changes in the implementation of the duties and responsibilities of each government agency. However, challenges arise in the Riau Islands Province Communication and Informatics Office. Many employees in this office may face situations in which their job placement does not match their competencies. This can hinder their ability to support the implementation of SPBE and adapt to changes in digital technologies. The lack of employees with an educational background is influenced by a lack of understanding of existing educational problems and low levels of ability or skills in addressing these problems.

Job placement is a supporting aspect that can affect employee performance. An inappropriate job placement process also causes less-than-optimal performance. Essentially, if quality performance is not in accordance with the placement and according to the field of expertise, then the placement of employee positions can have a negative or positive impact on the organization. The right placement of employees according to their interests and abilities can make employee performance more optimal and vice versa. If the placement of employees does not match their interests and abilities, employee performance will decrease, and the company's goals will not be effective or efficient. Therefore, placing workers is not easy because employees have different components. In placing someone in an organization/field of work or a particular position, the things that receive a lot of attention are placing the right person in the right place, which contains the meaning of the existence of healthy career development requirements that consider educational background, rank/group, length of service, and other requirements in accordance with applicable provisions.

Another factor that affects performance is workload. The phenomenon that occurs regarding workload in this agency is the implementation of a high workload that requires employees to complete specified targets. This also triggers disciplinary actions taken by employees. To overcome these disciplinary actions, organizations try to enforce applicable regulations and norms. Among them are providing a warning letter to the employee concerned and the application of fines so that employees are expected to comply with the work discipline applied by the organization. A sudden increase in workload can put pressure on employees, indirectly affecting their performance.

Work motivation is a mental attitude or condition of a person where the person feels moved to do a job assigned to him, which can affect the ability and capability of employees in doing the job. Motivation for employees is considered lacking, so employees do not feel motivated to complete their work, which can reduce their performance. Therefore, work motivation needs to be given to employees in order to provide enthusiasm to employees in completing their work because employees need strong work motivation to be willing to carry out work enthusiastically, with high performance and productivity. With high work motivation among employees, it is expected that they will love their jobs more, be able to work well, and exhibit high loyalty.

Currently, agencies tend to experience a decline in performance, which is often caused by management failure in managing their employees and several other factors that cause employee performance to decline. The success of an agency is largely determined by the reliability of its human resources. Therefore, it is necessary to examine the factors that can improve employee performance. The goal of each agency is to achieve its goals optimally. This phenomenon indicates low employee performance. This problem does not need to be allowed to drag on, so that the problem can be resolved so that the quality of work and service is in a better direction, so that it can compete with others. One solution needs to be found to improve the quality of employees' performance. Employees play a crucial role in determining the success of an organization because their main function is to design, manage, implement, and evaluate the activities carried out. Employees still do not feel safe with the need for freedom from threats, namely, feeling safe from the threat of accidents and safety in carrying out their work. This is in line with the objectives of the SPBE, digital transformation, and applicable regulations in the context of the government.

Based on the background and existing phenomena, a research gap has been found, so this can be used as a basis for researchers to conduct research on "**The Influence of Competence, Job Placement, and Workload on Employee Performance through Intrinsic Motivation as an Intervening Variable in the Communication and Informatics Department of the Riau Island Provincial Government.**"

2. Literature review

2.1 Performance

The optimization of human resources is the central point of attention for organizations in improving employee performance. Therefore, human resources are a very important source or key factor in achieving good performance. An organization can be said to be successful if the performance of human resources strives to improve the performance of functional employees to achieve the goals of the organization that have been set. Stephen, Robbins, and Judge (2016) defines performance as a result achieved by employees according to certain criteria that apply to an employee. Functional employee performance can increase or can be seen from the quality of work, quantity of work, punctuality in working in all aspects, effectiveness, and independence in working. This means that independent, namely when employees do their work, they do not need to be supervised and can carry out their own work functions without asking for help, guidance from others, or supervisors.

According to Sandy (2017), performance is an achievement by employees in carrying out the work that has been given. According to Sutrisno (2016), performance or work achievement is the result of work that has been achieved by someone based on their work behavior in carrying out work activities. Performance is the result of implementing an organization's goals; therefore, good performance is an important factor for all employees in an organization. Organizations or agencies desire employees who perform well because they can realize their goals. Theoretically, Mangkunegara (2013) explains that performance is the result of work in terms of the quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to them. Therefore, what is meant by the quantity of work refers to the level of good or bad results obtained, whereas quantity refers to the amount obtained from the results of work.

2.2 Competence

Competence is a set of knowledge, skills, behaviors that a person must have in carrying out their professional duties. According to Wibowo (2017), competence is the basic foundation of a person's characteristics and indicates how to behave or think, equate situations, and provide support over a fairly long period of time.

The essence of this competence lies in the serious willingness to develop others and their impact rather than a formal role, either by sending people to training programs regularly to meet the needs of employees and agencies or in another way by working to develop colleagues, the community, and even superiors. Teamwork and cooperation imply a serious willingness to work together to become more competitive. Self-concept, including self-confidence and self-control. Self-confidence is the ability to control emotions and reduce negative actions when angry, faced with opposition or rude actions from

others, or when working under stressful conditions. Self-control is more often found in lower-level managerial positions and contributor positions with higher stress levels. Knowledge, including 1) ways to seek information and 2) technical expertise, including knowledge related to employees (technical, professional, or managerial), and the motivation to expand, utilize, and distribute that knowledge. Skills, including analytical and conceptual thinking. Analytical thinking is the ability to understand a situation by breaking it down into small parts or observing the implications of a situation in detail, which allows one to think analytically or systematically about something complex.

2.3 Job Placement

According to Mathis and Jackson (2010) in (Putra & Utama, 2018) who stated, "Placement is placing a person's position in the right job position, how well a person fits the job will affect the quantity and quality of work." According to Setiawan and Trisnawati (2018), placement is a policy adopted by a plant leader or personnel department to determine whether a person is still placed in a certain position based on considerations of expertise, skills, or certain qualifications. Baron and Cruz (2023) stated that placement is the process of placing employees in jobs that match their skills so that they work effectively based on job analysis information.

According to Nugraha and Bayunitri (2020), placement places a person in the right job position, and how well an employee fits the job affects the quantity and quality of work. According to Nugraha and Bayunitri (2020), some indicators of job placement are as follows: 1. Ability is needed to carry out various mental activities, such as thinking, reasoning, and solving problems. 2. Skills are needed by everyone, including those who are working, not working, or still studying. 3. Expertise, proficiency, or skill in a field of expertise. According to Priansa (2018), placement is the process of assigning tasks and jobs to workers who pass the job placement to be carried out in accordance with the scope that has been determined and are able to account for all risks and possibilities that occur for tasks and jobs, authority, and responsibilities.

2.4 Workload

Workload refers to doing too much work compared to the time available or performing work that is too difficult for employees (Olayemi, 2020). Workload refers to all activities that involve the time spent by employees in carrying out professional tasks, responsibilities, and interests, either directly or indirectly (Alim, 2023). An unbalanced distribution of workloads causes the work situation to be less conducive and impacts less harmonious relationships among employees.

Workload is the collection or number of activities that must be completed by an organizational unit or job holder within a certain period (Sari & Luhur, 2020). The workload imposed on employees can be categorized into three conditions: workload that meets standards, workload that is too high (overcapacity), and workload that is too low (undercapacity) (Suwaldiman & Rheina, 2023). Workload occurs because of the desire to complete work so that targets can be achieved immediately. Workload is a concept that arises because of the limited capacity to access information in a given time. When faced with a task, an individual can complete it at a certain level. This gap causes performance failures (Gupta, Pouw, & Ros-Tonen, 2015).

2.5 Intrinsic Motivation

The Latin word for motivation is *movere*, which means force or drive. Motivation is the responsibility and commitment of members of an organization to actively mobilize their competence in the form of expertise, skills, energy, time, and others to achieve the goals of the organization or agency that have been set as the driving force for implementation and goals. Motivation in management is shown in human resources, and motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively to achieve and realize the goals that have been determined (Bhakti & Marwanto, 2023). Motivation is a motive that becomes active at a certain time, while a motive is the driving force within an individual to perform certain activities to achieve a certain goal. Thus, motive is the drive to behave, whereas motivation is directed (AlQershi et al., 2022). Another definition states that motivation is a form and process that explains the intensity, direction, and persistence of individuals in an effort to achieve a goal (Stephen et al., 2016).

Intrinsic motivation originates from an individual. This motivation produces the integrity of goals, organizational goals, and individual goals, where both can be satisfied. According to Herzberg, quoted by Hasibuan and P. (2014), intrinsic motivation is a person's driving force to achieve, which comes from within. What is meant by Intrinsic motivation refers to motives that become active or function without needing to be stimulated from outside because, in each individual, there is already a drive to do something.

2.6 Hypothesis Development

2.6.1 The Influence of Competence on Performance

Competence is the basic capital for carrying out any work in any form or scope. Employees will be more creative to work efficiently and effectively in achieving optimal work results, which in the end can achieve the goals that have been set; in other words, competence greatly supports the achievement of high employee performance; the higher the employee's competence, the higher their performance. This happens because, with the employee's competence, they will be increasingly able to carry out the tasks assigned to them. The performance and effectiveness of an employee in performing tasks are highly dependent on the competence required in the field of work. With better competence, a person becomes more proficient and practical in implementing all work tasks according to the specified job description.

This is in line with the research by Tjahyanti and Chairunnisa (2020) and Indrajaya (2023), who showed that competence has a significant effect on performance; the higher the competence possessed, the more employee performance will increase because competent employees usually have the ability and willingness to quickly overcome the problems faced.

H1: Competence directly affects Employee Performance.

2.6.2 The Influence of Job Placement on Performance

Job placement is carried out to provide the right job to the right personnel so that the work they do can be completed effectively and efficiently. Job placement is carried out so that personnel get a place that makes them comfortable to work, so that their performance can increase. Thus, the personnel concerned can determine the scope of the work assigned to them. With knowledge and understanding of the scope of their duties, it is hoped that this can increase the enthusiasm, passion, and discipline for work of the personnel concerned.

This theory is supported by the results of Dionysopoulou's (2020) research on Dionysopoulou (2020) The Effect of Job Placement on Performance at the Hanifa Islamic School Foundation, which found a significant positive relationship between Job Placement and Performance.

H2: Job Placement has a direct effect on employee performance.

2.6.3 The Influence of Workload on Performance

Employees are often faced with the need to complete two or more tasks simultaneously. These tasks require time, energy, and other resources to complete. The existence of a workload with limited resources will certainly cause employee performance to decline, and problems that can arise include weakened employee endurance and feelings of depression. Feelings of depression make someone irrational, anxious, tense, unable to focus, and fail to enjoy feelings of joy or satisfaction with the work being done, which can prevent employees from completing their work. Thus, when the workload assigned to employees is greater, they lose focus and concentration, which can reduce their performance.

This is in line with research by Nawantoro and Iqbal (2017) and Abdillah, Satrya, and Priyati (2022), who state that workload has a significant effect on employee performance. The higher the workload given to employees, the less focused they become in completing their work. Because of the high workload given to employees, the performance of the employee can decrease because the high workload weakens employee endurance and leads to feelings of depression.

H3: Workload has a direct effect on Employee Performance.

2.6.4 The Influence of Intrinsic Motivation on Performance

Intrinsic motivation is a work driver that comes from within the worker as an individual in the form of awareness of the importance, benefits, or meaning of the work they do. Intrinsic motivation refers to people's involvement in activities that interest them and provide satisfaction. The higher the motivation, the stronger the desire to perform a job to achieve the desired goals. Employees with strong internal motivation will be more serious about completing each task, so the desire to give their maximum performance will be better when compared to employees with unclear and weak internal motivation.

This is in line with the research by Nurhalim and Fahmy (2021) and Indrajaya (2023), which state that motivation affects employee performance. The higher the employee's motivation, the more they desire to complete their work. Because of the high motivation of the employee, the performance of the employee increases due to the enthusiasm of the employee to complete their work.

H4: Intrinsic Motivation directly affects Employee Performance.

2.6.5 The Influence of Competence on Intrinsic Motivation

Competence is the basic capital for carrying out any work in any form or scope. Competence is often associated with the strategy of an agency or organization, which can be applied to all employees as the organization's expertise. Providing motivation can have a positive effect on employee work implementation in achieving an agency's work goals. If the competencies possessed by employees are met, their intrinsic motivation increases. An employee feels motivated to achieve, which comes from within. Employees with high competence have a sense of awareness of the importance of the work being carried out, or it can be said that this intrinsic motivation arises from the individual without any coercion or encouragement from others, but on the basis of their own will.

This is in line with Santoso et al. (2019), who stated that there is a positive and significant influence between competence and intrinsic motivation. This explanation can be interpreted as follows: if competence improves, intrinsic motivation increases.

H5: Competence has a direct effect on Intrinsic Motivation.

2.6.6 The Influence of Job Placement on Intrinsic Motivation

A person is given a job according to their education, knowledge, skills and experience according to the job requirements. This is because if there is a mistake in placing employees in the right job, the results will be less than good. Inaccuracy in placement can result in a lack of enthusiasm, which impacts employee work motivation. Proper job placement in accordance with employees' educational background will motivate them to work. The results of this study are supported by Hastuti, Irawan, and Hukom (2023) who stated that job placement has a significant effect on work motivation. H6: Job Placement has a direct effect on Intrinsic Motivation.

2.6.7 The Effect of Workload on Intrinsic Motivation

In general, the relationship between workload and motivation is negative; if employees feel that their workload is too high and beyond their capabilities, it will cause decreased motivation. The impact of workload originates from the perception of each individual. Some individuals use workload as a challenge, not an obstacle but a challenge, so that they can increase their motivation and complete tasks well, even though they feel enthusiastic about completing their tasks.

This is in line with research by Mayangsari, Farida, and Khalikussabir (2022) and Nawantoro and Iqbal (2017) which states that workload has a significant effect on work motivation. If the workload is too high, employees' work motivation decreases. When employees feel burdened, they become enthusiastic about completing their work.

H7: Workload directly affects Intrinsic Motivation.

2.6.8 The Influence of Competence on Employee Performance Through Intrinsic Motivation as an Intervening Variable

The factors that need to be considered in achieving optimal employee performance are how much a

person's competence and motivation have a great influence. According to Apriyanti (2019), performance is the result of multiplying ability and motivation. This shows that to achieve high performance from employees, in addition to being related to their work abilities, there is work motivation through good performance management and feedback in the form of meaningful awards. This is in line with Apriyanti (2019), who stated that competence has a significant effect on performance through work motivation as an intervening variable. Ability and motivation determine each other's performance, meaning that no matter how high an employee's ability level is, it will not produce optimal performance if done with low motivation and vice versa. No matter how high an employee's motivation level is in carrying out their duties, it will not be effective without being balanced by their ability. H8: Competence has an indirect effect on employee performance through Intrinsic Motivation as an intervening variable.

2.6.9 The Influence of Job Placement on Employee Performance Through Intrinsic Motivation as an Intervening Variable

If job placement is getting better or more comfortable, followed by higher personnel motivation, personnel performance will increase. Conversely, if job placement becomes worse or more uncomfortable, followed by decreasing personnel work motivation, personnel performance will decrease. The results of this study are supported by Gunawan, Al Musadieq, and Utami (2017), who state that job placement has a positive effect on performance through work motivation as an intervening variable. H9: Job Placement has an indirect effect on employee performance through Intrinsic Motivation as an intervening variable.

2.6.10 The Influence of Workload on Employee Performance Through Intrinsic Motivation as an Intervening Variable

A heavy workload can affect a person's physical and psychological conditions. Every employee performs well if they are always well-motivated, but this cannot be carried out optimally if the employee has a high workload (over capacity), which will affect the physical and psychological condition of the employee. Employees with high work motivation tend to have high performance; conversely, those with low performance are possible because of their low work motivation. Therefore, to reduce the impact of excessive workload, the agency will try to provide motivation, such as giving rewards as a form of appreciation for the performance results that have been achieved. The high motivation provided by the agency to employees in carrying out their work improves their performance.

This is in line with the research by Mayangsari et al. (2022), who stated that workload has a significant effect on performance through work motivation as an intervening variable. Motivation questions how to encourage work passion so that they are willing to work hard by giving all their abilities and skills to achieve the goals of the agency. With a lower workload, employee performance can be improved to increase work motivation.

H10: Workload has an indirect effect on Employee Performance through Intrinsic Motivation as an Intervening Variable.

2.7 Relationship between variables

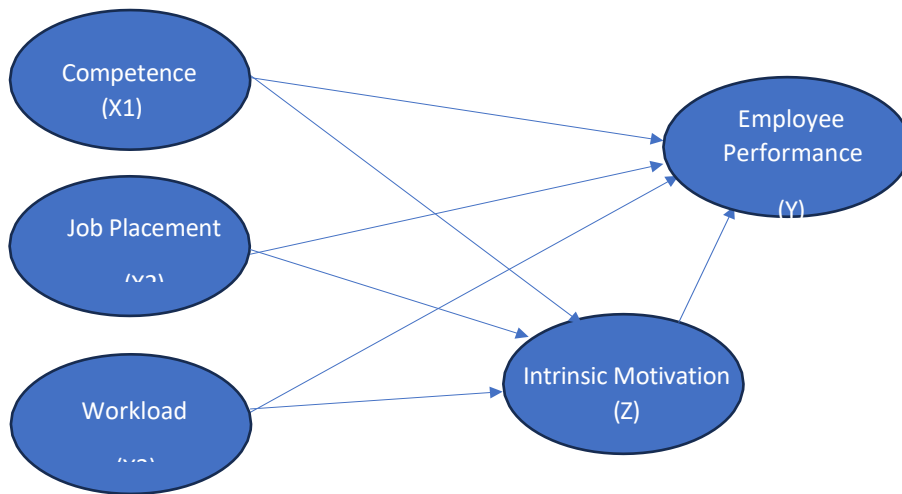


Figure 1. Relationship between variables

3. Research methodology

Sugiyono (2015) stated that research methodology is a scientific way to obtain data with certain goals and uses. The methodology also includes a theoretical analysis of the method. Research is a systematic investigation to increase knowledge and a systematic and organized effort to investigate certain problems that require answers. In collecting the questionnaire data, the respondents were employees of the Riau Islands Province Communication and Informatics Service. The sample used in this study comprised the entire population of 105 employees of the Riau Islands Province's Communication and Informatics Service.

Table 1. Respondent Characteristics

Gender	Total	Percentage
Male	52	49,52%
Female	53	50,48%
Total	105	100%
Age	Total	Percentage
21 s/d 30 Years	42	40%
31 s/d 40 Years	49	46,67%
41 s/d 50 Years	14	13,33%
More than 50 years	0	0%
Total	105	100%
Last education	Total	Percentage
SMA/SLTA	18	17,14%
S1	85	80,96%
S2	2	1,90%
Total	105	100%
Length of work	Total	Percentage
1-5 Years	53	50,48%
6-10 Years	32	30,48%
Over 10 years	20	19,04%
Total	105	100%

3.1 Definition of Variables and Measurement Scales

The following research variables were considered:

Table 2. Research Variable Instrument Grid

Variable	Dimensions/Indicators	Statement Items	Scale
Performance (Robbins, Mangkunegara and Afandi)	1. Quantity of work	1, 2, 3	Likert
	2. Quality of work	4, 5, 6	
	3. Reliability	7, 8, 9	
	4. Presence	10, 11, 12	
	5. Ability to work together	13, 14	
Total		14	
Variable	Dimensions/Indicators	Statement Items	Scale
Competence (Lestari)	1. <i>Task Skills</i>	1, 2, 3,	Likert
	2. <i>Task Management Skills</i>	4, 5, 6	
	3. <i>Contingency Management Skills</i>	7, 8, 9	
	4. <i>Job Role Environment Skills</i>	10, 11, 12	
	5. <i>Transfer Skills</i>	13, 14, 15	
Total		15	
Variable	Dimensions/Indicators	Statement Items	Scale
Job Placement (Mathis & Jackson, Nugraha, Priansa and Yuniarsih & Suwatno)	1. Ability	1, 2	Likert
	2. Expertise	3, 4	
	3. Knowledge	5, 6	
	4. Skills	7, 8	
	5. Education	9, 10, 11	
Total		11	
Variable	Dimensions/Indicators	Statement Items	Scale
Workload (Nabawi)	1. Targets to be achieved	1, 2, 3, 4, 5	Likert
	2. Working conditions	6, 7, 8, 9, 10	
	3. Use of time	11, 12, 13, 14	
	4. Work standards	15, 16, 17, 18	
Total		18	
Variable	Dimensions/Indicators	Statement Items	Scale
Intrinsic Motivation (Luthans)	1. <i>Achievement</i>	1, 2, 3	Likert
	2. <i>Recognition</i>	4, 5, 6	
	3. <i>Work itself</i>	7, 8, 9	
	4. <i>Responsibility</i>	10, 11, 12	
	5. <i>Advancement</i>	13, 14	
Total		14	

4. Results and Discussion

4.1 Data Analysis

4.1.1 Measurement Model Analysis (Outer Model)

The analysis of the measurement model (outer model) aims to determine the construct variables studied and the validity (accuracy) and reliability (reliability) of a variable. The outer model is also called (outer relation or model measurement model) which defines how each indicator block relates to its latent variables. Internal consistency analysis is a form of reliability used to assess the consistency of cross-item results in the same test. Mohamed and Farahat (2019) stated that a latent variable can be said to have good reliability if the composite reliability value is greater than 0.7 and the Cronbach's alpha value

is greater than 0.7.

Table 3. Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee_Performance	0,907	0,902	0,921	0,456
Job_Placement	0,879	0,890	0,901	0,456
Intrinsic_Motivation	0,891	0,893	0,907	0,415
Workload	0,912	0,917	0,923	0,403
Competence	0,889	0,924	0,902	0,383

Source: Processed Primary Data (SmartPLS 2024)

Based on the internal consistency analysis data in the table, it can be seen that all variables are reliable. According to Ghozali and Ratmono (2017), a correlation can be said to meet convergent validity if it has a loading value of greater than 0.7. The output showed that the loading factor provided a value above the recommended value of 0.7. Thus, the indicators used in this study met the convergent validity criteria.

Discriminant validity aims to assess whether an indicator of a construct variable is valid by looking at the Heterostraint-Monotrait Ratio of Correlation (HTMT) value <0.90 ; if so, the variable has good discriminant validity (valid) (Rivai, 2021).

Table 4. Discriminant Validity

	X1	X2	X3	Y	Z
X1					
X2	0,674				
X3	0,491	0,863			
Y	0,310	0,879	0,675		
Z	0,291	0,699	0,753	0,815	

Source: Processed Primary Data (SmartPLS 2024)

The results of discriminant validity in Table 4 show that the discriminant validity value of each indicator item against its construct is derived from the discriminant validity values. With that, it can be concluded that all constructs or latent variables already have better discriminant validity than the indicators in other blocks.

4.1.2 Structural Model Analysis (Inner Model)

Structural model analysis (inner model) was used to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) with hypothesis testing. The hypothesis testing path coefficients are shown in the following image: testing the significance of the Structural Model Path Coefficient (Structural Model Path Coefficient). This test determines the path coefficient of the structural model to test the significance of all relationships or hypotheses.

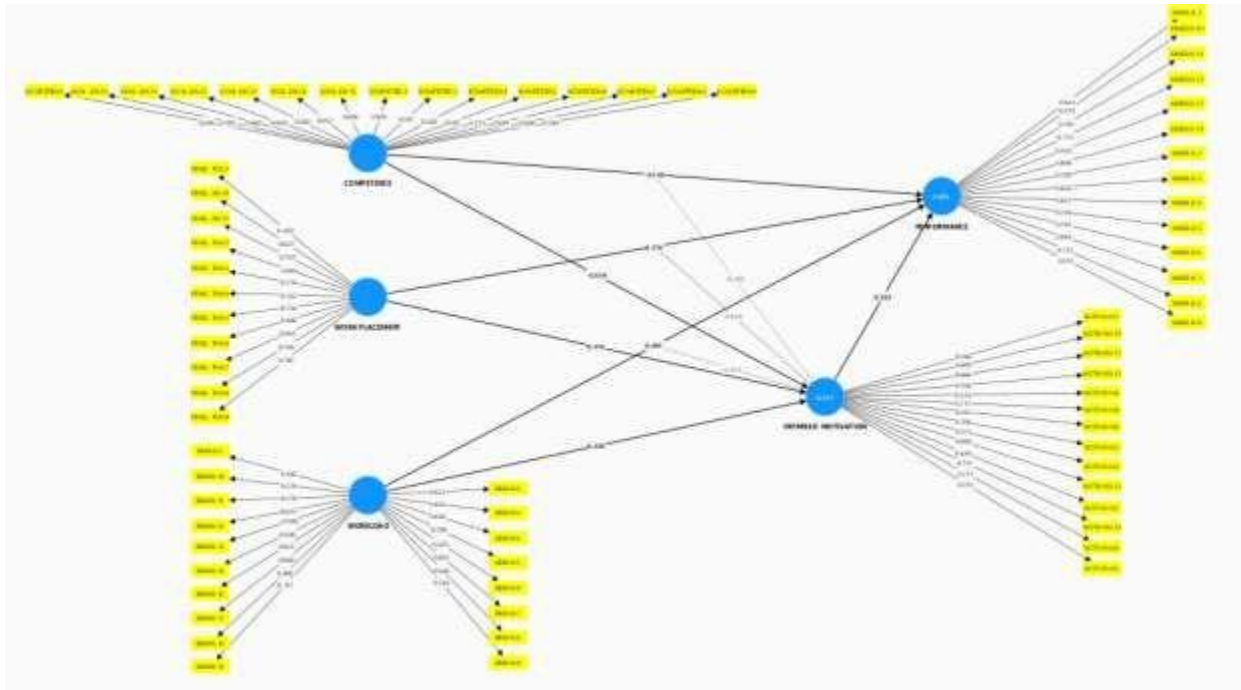


Figure 2. Research Model

4.2 Hypothesis Testing

The assumptions of the hypothesis testing are as follows: If the probability value (P-value) < Alpha (0.05), then Ho is rejected (the influence of a variable on another variable is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is accepted (the influence of a variable on another variable is not significant).

Table 5. Direct Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.150	0.149	0.075	2.077	0,037
X2 -> Y	0.132	0.129	0.065	2.040	0,040
X3 -> Y	0.491	0.496	0.127	3.856	0,000
Z -> Y	0.323	0.324	0.100	3.229	0,001
X1 -> Z	0.039	0.041	0.026	1.511	0,131
X2 -> Z	0.318	0.298	0.147	2.161	0,031

Source: Processed Primary Data (SmartPLS 2024)

1. The direct effect of the competence variable (X1) on the Employee Performance variable (Y) has an original sample value of 0.150 with a T Statistic of 2.077 > 1.659 (positive); therefore, an increase in the value of the competence variable (X1) will be followed by an increase in the employee performance variable (Y). The effect of the competence variable (X1) on Employee Performance (Y) has a p-value of 0.037 < 0.05; thus, it can be stated that the effect of competence (X1) on Employee Performance (Y) is positive and significant.
2. The direct effect of the Job Placement variable (X2) on the Employee Performance variable (Y) has an original sample value of 0.132 with a T Statistic of 2.040 > 1.659 (positive); thus, an increase in the value of the job placement variable (X2) will be followed by an increase in the Employee Performance variable (Y). The influence of Job Placement (X2) on Employee Performance (Y) has a p-value of 0.040 < 0.05, so it can be stated that the influence of Job Placement (X2) on Employee Performance (Y) is positive and significant.
3. The direct influence of the workload variable (X3) on the Employee Performance variable (Y) has an original sample value of 0.491 with a T Statistic of 3.856 > 1.659 (positive), so an increase in the

value of the workload variable (X3) will be followed by an increase in the employee performance variable (Y). The influence of workload (X3) on Employee Performance (Y) has a p-value of $0.000 < 0.05$; therefore, it can be stated that the influence of Workload on Employee Performance is positive and significant.

4. The direct effect of the Intrinsic Motivation variable (Z) on the Employee Performance variable (Y) has an original sample value of 0.323 with a T Statistic of $3.229 > 1.659$ (positive); thus, an increase in the value of the intrinsic motivation variable (Z) will be followed by an increase in the employee performance variable (Y). The effect of Intrinsic Motivation (Z) on Employee Performance (Y) has a p-value of $0.001 < 0.05$; thus, it can be stated that the effect of Intrinsic Motivation (Z) on Employee Performance (Y) is positive and significant.
5. The direct effect of the competence variable (X1) on the Intrinsic Motivation variable (Z) has an original sample value of 0.039 with a T Statistic of $1.511 < 1.659$ (positive); thus, an increase in the value of the competence variable (X1) will be followed by an increase in the intrinsic motivation variable (Z). The influence of the Competence variable (X1) on Intrinsic Motivation (Z) has a p-value of $0.131 < 0.05$; therefore, it can be stated that the influence of Competence (X1) on Intrinsic Motivation (Z) is positive and not significant.
6. The direct influence of the Job Placement variable (X2) on the Intrinsic Motivation variable (Z) has an original sample value of 0.318 with a T Statistic of $2.161 > 1.659$ (positive); thus, an increase in the value of the job placement variable (X2) will be followed by an increase in the intrinsic motivation variable (Z). The influence of the Job Placement variable (X2) on Intrinsic Motivation (Z) has a p-value of $0.031 < 0.05$, so it can be stated that the influence of Job Placement (X2) on Intrinsic Motivation (Z) is positive and significant.
7. The direct influence of the workload variable (X3) on the Intrinsic Motivation variable (Z) has an original sample value of 0.338 with a T statistic of $2.296 > 1.659$ (positive); therefore, an increase in the value of the workload variable (X3) will be followed by an increase in the Intrinsic Motivation variable (Z). The influence of the workload variable (X3) on Intrinsic Motivation (Z) has a p-value of $0.022 < 0.05$; therefore, it can be stated that the influence of workload (X3) on Intrinsic Motivation (Z) is positive and significant.

4.3 Testing the Indirect Effect Hypothesis

Indirect influence hypothesis testing aims to prove the hypotheses of the influence of a variable on other variables indirectly (through an intermediary). If the value of the indirect influence coefficient $>$ direct influence coefficient, then the intervening variable mediates the relationship between one variable and another. Conversely, if the value of the indirect influence coefficient $<$ direct influence coefficient, then the intervening variable does not mediate the relationship between one variable and another.

Table 6. Indirect Effect Hypothesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Z -> Y	0.190	0.184	0.070	2.719	0,007
X2 -> Z -> Y	0.095	0.096	0.055	1.643	0,080
X3 -> Z -> Y	0.429	0.425	0.070	3.079	0,002

Source: Processed Primary Data (SmartPLS 2024)

1. The indirect effect of the competence variable (X1) on the Employee Performance variable (Y) with Intrinsic Motivation (Y) as an intervening variable has an original sample value of 0.190 with a T Statistic of $2.719 > 1.659$ (positive). The effect of the competence variable (X1) on Employee Performance, mediated by Intrinsic Motivation (Z), has a p-value of $0.007 < 0.05$. The type of mediation produced is partial mediation. Therefore, it can be stated that the effect of competence (X1) on Employee Performance (Y) with Intrinsic Motivation (Z) as an intervening variable is positive and significant.
2. The indirect effect of the Job Placement variable (X2) on Employee Performance (Y) with Intrinsic

Motivation (Z) as an intervening variable had an original sample value of 0.95 with a T Statistic of $1.643 < 1.659$ (positive). The influence of Job Placement (X2) on Employee Performance, mediated by Intrinsic Motivation (Z), has a p-value of $0.080 < 0.05$. The type of mediation produced is partial mediation. Therefore, it can be stated that the influence of Job Placement (X2) on Employee Performance (Y) with Intrinsic Motivation (Z) as an intervening variable is positive and not significant.

3. The indirect influence of the workload variable (X3) on the Employee Performance variable (Y) with Intrinsic Motivation (Z) as an intervening variable has an original sample value of 0.183, with a T Statistic of $3.079 > 1.659$ (positive). The influence of workload (X3) on Employee Performance mediated by Intrinsic Motivation (Z) has a p-value of $0.002 < 0.05$. The type of mediation produced is partial mediation. Therefore, it can be stated that the influence of workload (X3) on Employee Performance (Y) with Intrinsic Motivation (Z) as an intervening variable is positive and significant.

Table 7. Determination Coefficient (R Square)

	R-square	R-square adjusted
Y	0,655	0,629
Z	0,317	0,296

Source: Data Processing (2024)

In the table above, the results of the influence of Competence (X1), Job Placement (X2), and Workload (X3) on Employee Performance (Y) are 62.9%, and the remaining 37.1% are influenced by other variables outside those studied in this study. Meanwhile, in the table above, the results of the influence of competence (X1), Job Placement (X2), and workload (X3) on Intrinsic Motivation (Z) are 29.6%, and the remaining 70.4% are influenced by other variables outside those studied in this study.

5. Conclusion

5.1 Conclusion

The results of the data analysis in the discussion and hypothesis testing can be summarized as follows:

1. The direct influence of the competence variable on Employee Performance indicates that the influence of Competence on Employee Performance is positive and significant.
2. The direct influence of Job Placement on Employee Performance indicates that the influence of Job Placement on Employee Performance is positive and significant.
3. The direct influence of workload on Employee Performance indicates that the influence of Workload on Employee Performance is positive and significant.
4. The direct influence of Intrinsic Motivation on Employee Performance is that intrinsic motivation has a positive and significant influence on employee performance.
5. The direct influence of the competence variable on Intrinsic Motivation indicates that the influence of competence on Intrinsic Motivation is positive and insignificant.
6. The direct effect of the Job Placement variable on the Intrinsic Motivation variable indicated that the influence of Job Placement on Intrinsic Motivation was positive and insignificant.
7. The direct effect of the workload variable on the Intrinsic Motivation variable indicated that the influence of Workload on Intrinsic Motivation was positive and significant.
8. The indirect effect of the competence variable on Employee Performance with Intrinsic Motivation as an intervening variable indicates that the influence of Competence on Employee Performance with Intrinsic Motivation as an intervening variable is positive and significant.
9. The indirect effect of the Job Placement variable on the Employee Performance variable with Intrinsic Motivation as an intervening variable can be stated as the influence between job placement on employee performance Intrinsic Motivation as an intervening variable is positive and insignificant.
10. The indirect effect of the workload variable on Employee Performance with Intrinsic Motivation as an intervening variable indicates that the effect of Workload on Employee Performance with Intrinsic Motivation as an intervening variable is positive and significant.
11. The R Square result of the effect of Competence, Job Placement and Workload on Employee Performance was 59.6%, and the remaining 40.4% was influenced by variables other than those

studied in this study. In the table above, the results of the effect of Competence, Job Placement and Workload on Intrinsic Motivation are 49.2%, and the remaining 50.8% are influenced by other variables outside those studied in this study.

5.2 Suggestions

Based on the results of the discussion and conclusions above, the suggestions in this study are as follows:

1. For companies and employees
 - a. It is recommended for agencies to retain employees who have extensive knowledge of the field of work being worked on and it is also recommended that companies pay attention to employees who do not understand how to complete the work that is their task and responsibility. To improve employee performance through competence, intensive education and training on the tasks that are the responsibility of employees should be provided. To improve employee performance, agencies should pay more attention to and maximize the competencies possessed by employees to maintain consistency in their work. Providing training and opportunities to continue education can be a way for employee knowledge, skills and abilities to be utilized according to their field of work, so that the performance of each employee will be better.
 - b. Agencies have carried out job placements in accordance with the level of education and work skills that are in line with the employee's educational background. It is hoped that, in the future, agencies will continue to apply these two factors in carrying out job placements because they have an influence on employee performance.
 - c. Leaders must improve their approach to employees in all departments to always provide encouragement or support to employees so that they become employees with high-performance productivity and no accumulation of workload that they always think about or feel.
 - d. It is expected that the agency can pay attention to the performance of its employees, especially regarding the quantity of employee work, because enthusiasm in working will not just appear; therefore, the company must continue to be able to provide motivation to its employees so that employees have high performance and can work well.
 - e. Agencies need to explain the importance of intrinsic motivation, which is needed to achieve the expected performance results and for employees to improve their skills while working both individually and in groups. Leaders should continue to guide and support the efforts made by employees so that they feel that their work results are appreciated, which will increase their job satisfaction and motivation in the future. The agency also needs to make clear annual references to individual work assessments. This assessment is expected to motivate employees to work seriously and pay attention to their performance to be even better.
2. Future research can develop the research model by including other variables that are not included in the model, such as organizational commitment, work ethics, and work enthusiasm.

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