

Determination of training, workload and work experience on performance government internal oversight apartment (APIP) Regional Inspectorate at the Province of Riau Islands with motivation as an intervening variable

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Abstract

Purpose: This study examines how training, workload, and work experience affect the performance of Government Internal Oversight Apparatus (APIP) in the Riau Islands Province, with motivation as an intervening variable. The research seeks to determine both direct and indirect effects of these factors on performance outcomes.

Research Methodology: The study surveyed 151 APIP employees across provincial and regency inspectorates. Data were collected using structured questionnaires with Likert scales and analyzed through Structural Equation Modeling (SEM) using AMOS 24. Confirmatory Factor Analysis was applied to validate indicators before hypothesis testing.

Results: The analysis reveals that training, workload, and work experience have significant direct impacts on APIP performance. Furthermore, motivation plays a mediating role, strengthening the relationship between these variables and performance. The findings highlight that a combination of structured training, manageable workloads, and accumulated experience contributes to improved oversight effectiveness.

Conclusions: Structured training programs, effective workload distribution, and leveraging employee experience are essential strategies for improving APIP performance. Motivation emerges as a critical internal driver that enhances these relationships. Strengthening motivation through recognition, career development, and supportive policies can improve oversight accountability and service delivery.

Limitations: The research is limited to APIP within the Riau Islands Province, reducing the generalizability of findings. The cross-sectional design captures data at one point in time, which may not reflect dynamic changes. External factors such as leadership style and organizational culture were not considered.

Contribution: Research evidences training, workload, experience, motivation enhance government oversight.

Keywords: *Motivation, Performance, SEM AMOS, Training, Workload, Work Experience*

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1. Introduction

In the era of globalization, human resources play a very important role in organizational survival (Alqudah, Carballo-Penela, & Ruza-Sanmartín, 2022). Human resources play a major role in all organizational activities, as the main role of resources certainly determines success in the implementation of organizational activities. In addition, human resources play a very active and dominant role in every organizational activity because humans are planners, actors, and determinants of the realization of organizational goals (Georgescu et al., 2024; Yu, Yuan, Han, Li, & Li, 2022). Therefore, in an organization, human resources or employees are required to optimize performance effectively and efficiently. However, in reality, the abilities and skills of human resources or employees in an organization cannot always provide optimal performance for organizational progress (Aman-Ullah, Mehmood, Amin, & Abbas, 2022; Nafari & Rezaei, 2022).

In a government organization, the effort to create a government that has a good image (quality) in the eyes of the public is largely determined by the quality of its human resources. Standardized human resources means that the personnel owned by the organization have skills and knowledge that are in accordance with the field of work being done, both in terms of the level of education and experience possessed by the human resources concerned. Human resources in the field of government have been clearly specialized because all employees who have become State Civil Apparatus have an educational background in accordance with the field of duty they are doing. With this educational background, human resources in government organizations are expected to be able to support quality services. To improve the quality of the State Civil Apparatus, it is necessary to have supervision carried out by both internal and external parties. This is done so that the State Civil Apparatus in working always obeys the Standard Operating Procedures and minimizes the occurrence of procedural irregularities carried out by the State Civil Apparatus. Supervision is very important because it is no secret that there are many cases of misappropriation, gratuities and abuse of position that often occur and involve the State Civil Apparatus (Kadarisman, 2019; Sahabuddin, T, Subekti, & Andayani, 2021).

The many corruption cases that still occur in the Riau Islands Province area prove that there are still loopholes used by individuals to commit acts of corruption. This, of course, must be a special concern by the leadership so that special strategies and treatment are needed for APIPs so that in carrying out the supervisory function of government, figures can always provide optimal performance. However, in its implementation, several factors still affect the performance of the APIP in optimizing the performance achieved. One of the factors that affect the non-optimal performance of APIPs is training. Training is a method that organizations can apply to their employees because training employees can develop and improve their work performance so that they can make a great contribution to the organization. In addition, training can also develop attitudes so that they can work well with their colleagues, which will increase the competitiveness of the organization. Training is considered very important because, if ignored by the organization, many employees may not know what they should do. Not all employees can immediately work according to the work charged to them unless they have done the same work before. If organizations neglect this training, it is possible that they are not achieving their goals. Through this training, employees can increase their insight and create new innovations.

Besides training, another factor that can affect employee performance is the workload. Workload is a burden of physical, mental, and social activities received by a person that must be completed within a certain time, according to their physical ability, as well as the limitations of the worker who receives the burden. Providing a good workload and minimizing work stress so that it can provide clarity for employees to be able to carry out their duties properly in accordance with the workload that is the responsibility of employees and prevent the possibility of overlapping work, waste, and throwing responsibilities when mistakes and difficulties occur. This will have an impact on the continuity and development of the organization to achieve its goals and compete with other organizations. From the above phenomenon, it can be inferred that the implementation of planning in an organization cannot run smoothly, as expected. Human resources are needed as the driving force, with combinations such as relevant work experience, continuous training, and workload in accordance with the employee's ability, which is expected to achieve good performance at work. By holistically combining these factors, organizations can maximize employee potential and achieve superior results. Therefore, in the

preparation of this thesis, the author took the title: **Determination of training, workload, and work experience on the performance of government internal supervisory apparatus (APIP) regional inspectorates throughout the riau island province with motivation as an intervening variable."**

2. Literature review

2.1 Grand Theory

2.1.1 Organizational Behavior Theory

In Human Resource Management (HRM), one of the grand theories is Organizational Behavior Theory, which studies the behavior of individuals and groups in the context of organizations. It explains how individuals, groups, and organizational structures interact and influence workplace behavior (Li, Naz, Khan, Kusi, & Murad, 2019; Zhi et al., 2024).

2.1.2 Middle Theory

Sutrisno, Haryono, and Warso (2018) define human resources as the only resource that has intellect, skills, knowledge, encouragement, power, and work (ratio, taste, and karsa). These potentials affect an organization's efforts to achieve its goals. According to Rivai (2018), human resource management is a field of general management that includes planning, organizing, implementing, and controlling in production, marketing, finance, and staffing. HR plays an increasingly important role in achieving company goals, so experiences and research are systematically collected in HR management.

2.2 Performance

kasmir (2017) defines performance as the result of work and behavior achieved in completing tasks and responsibilities in a given period. Mangkunegara (2013) states that performance is a leader's effort to direct and control employee achievements. Based on these definitions, performance can be synthesized as the quality and quantity of work achieved in realizing organizational goals through strategic planning.

2.3 Motivation

P. and Hasibuan (2017) explains that motivation comes from the Latin *movere*, meaning encouragement or moving. Motivation directs the power and potential of employees to work productively toward organizational goals. Chika, Oshiogwemoh, and Promise (2022) add that motivation depends on the leader's ability to mobilize others. Taher (2024) emphasizes the role of leaders in creating motivation across organizational levels. Thus, motivation refers to factors that encourage employees to achieve company goals.

2.4 Training

According to Mangkunegara (2017), defines training as a short-term educational process using systematic and organized procedures for employees to learn technical knowledge. Primita and Rolanda (2024) describe training as an activity to improve quality, expertise, and skills during employment. According to Rajabi and Ghalehtemouri (2024), highlight training as a process of changing employee behavior to improve organizational goals. From these, training is concluded as a systematic process to improve skills and knowledge for better employee performance.

2.5 Workload

Koesmowidjojo (2017) define workload as the set of activities to be completed by an organizational unit within a given period. Eton, Sunday, and Nkamusiima (2023), describe workload as the extent to which an employee's capacity is required to complete tasks, influenced by the volume of work, time limits, and individual perceptions. Thus, workload is the condition of work duties within a certain time that must balance employee capacity for optimal productivity.

2.6 Work Experience

According to P. and Hasibuan (2016), argues that experienced employees are prospective employees who are ready. According to Marwansyah in Wariati and Sugianti (2015), defines work experience as the knowledge and ability to carry out responsibilities from previous jobs. According to Muhammed, Salahudeen, and Zubairu (2021), see experience as key to skills and performance. Based on these, work

experience is the duration and level of mastery of knowledge, skills, and attitudes gained through repeated tasks.

2.7 Relationship Between Variables

2.7.1 The Effect of Training Variables on Performance

Training improves performance by enhancing employee competence and meeting self-actualization needs, which in turn boosts motivation.

2.7.2 Effect of Workload on Performance

Performance relates to workload: excessive tasks can cause stress and reduce performance, while balanced workloads support effectiveness (El Fallahi, Ibenrissoul, & Adil, 2022).

2.7.3 The Effect of work Experience on Performance

Experience develops potential and skills over time, influencing productivity and quality of work (Siti Munafiah, 2016).

2.7.4 The Effect of Motivation Variables on Performance

Motivation is a driver of performance by Handoko (2008) and umam (2015). Research shows motivation generally has a positive effect, though findings differ. Afriyani, Indrayani, Indrawan, Wibisono, and Ngaliman (2023) also emphasize leadership, culture, and work environment as important contributors alongside.

2.7.5 The Effect of Training Variables on Motivation

According to Lubis, Lubis, and Lubis (2018) through training and motivation will have an effect on improving employee performance. With strong motivation and maximum training, it is hoped that the performance of employees can increase so that the company's goals or expectations can be achieved. Although training and motivation can improve employee performance, in reality, there are still companies that experience problems with the lack of effective training and lack of high motivation to work. Research conducted by Ramdani and Prayitno (2023) on the influence of employee training and motivation on employee performance in PT. Bank XYZ The City of Bandung. The results of this study show that the overall training that has been applied to employees is relevant to their work so that it can help and make it easier for them to complete their work. Work motivation is included in the high category. The results show that every employee at PT. It has a high drive to achieve its satisfaction so that they will work well and are able to produce optimal performance

Olayemi (2020): Employee performance is an important aspect of an organization or agency. The abilities possessed by human resources are inseparable from several important driving factors. Training is a competency of the educational learning process whose purpose is to help achieve organizational goals and improve skills in terms of soft skills and hard skills that can be applied in a relatively short time, with methods that prioritize practice over theory

2.7.6 Effect of Workload Variables on Motivation

Employees are required to produce something that benefits the agency. Each employee is given the responsibility to complete his or her work, but often employees have to complete more than one task in a certain time, so this is called a workload. Excess and too little workloads are stress generators that affect employee work motivation. Too little workload can cause a lack of stimulation which will lead to low enthusiasm and motivation for work, because employees will feel that they do not want to advance and feel helpless to show their talents and skills (Safitri, Widagdo, & Novianti, 2022).

Working conditions affect work motivation, which means that a heavy workload will make employees feel burdened by their work, so that they feel that too much burden causes work motivation to decrease, which has an impact on the productivity produced by employees towards the agency. Good working conditions help employees concentrate on completing the work charged. This finding supports the opinion of Rahman and Shanjabin (2022), who stated that working conditions are an important factor

that drives work motivation, which can be interpreted as if the working conditions are improving, then work motivation will increase.

2.7.7 The Influence of Work Experience Variables on Motivation

Work motivation is expected to enable employees to complete work quickly and precisely. Workers feel happy to carry out activities because the work motivation given to them is carried out well and employee performance can increase. High work experience will greatly affect employee performance, and vice versa if the work experience is low; of course, employee performance will be low, and it can slow down a job that is being done. Therefore, work motivation and experience are necessary to support a person's level of performance. A workforce with high work motivation and experience improves performance.

Additionally, work experience can assist individuals in developing specific skills relevant to a particular field or position. Through the experience gained in carrying out daily tasks, individuals can improve their technical expertise, problem solving, leadership, or interpersonal skills that can support their career development. Work experience also provides opportunities to face challenges, learn from mistakes, and develop adaptability, which are important in dealing with changes in the work environment.

2.7.8 The Effect of Training Variables on Performance Through Motivation

Training is one of the efforts to improve the ability of employees to carry out tasks that have been given so that they are more skilled and able to carry out the responsibilities outlined by the organization. This means that the employee training program is a process of teaching certain knowledge and skills so that employees are more skilled and capable, and have a better attitude, as expected. Through training, employees are helped to perform their work.

Training and motivation can improve the performance of employees because work motivation encourages them to improve their performance. Training can also increase competence, knowledge, and work proficiency. If employees already have work motivation and receive good training and continue, their performance will be superior to that of the previous year.

2.7.9 The Effect of Workload Variables on Performance Through Motivation

A high workload is accompanied by low motivation at work. If a company has a high workload, employees will feel burdened, which is supported by their low motivation. Low motivation, coupled with a high workload, makes employees work optimally, according to what is expected by the company. Low workload with low motivation. If the company has a low workload, it will make all employees work with the best results; however, if the workload is not supported by the awareness of each employee, it will not be effective.

Employees who have low motivation will find it difficult to be affected by the low workload in the company, so that employees will still work according to their will and obtain maximum performance results according to what the company expects will still be hampered. High workload with high motivation. If a company has a high workload, it will make employees feel burdened; even though the employee has high motivation, this will make employees feel bored at work because their work is felt to be unfinished. Low workload and high motivation. If the workload felt by employees is low, then employees will work with the maximum possible results, especially supported by high motivation from each employee, so that employees will work according to what is expected to achieve the company's work goal assessment because employees are able to work according to expectations

2.7.10 The Effect of Work Experience Variables on Performance Through Motivation

The effect of work experience on employee performance through motivation refers to how the work experience gained by an employee can affect employee performance through motivation in an employee's work plan, where motivation can be provided by leaders and colleagues. Several theories have supported the relationship between work experience, motivation, and employee performance. When employees see progress and growth in performance through work experience, they tend to be more motivated to perform well and achieve better results. Successful work experience can also provide

personal recognition and satisfaction, which can positively affect employee motivation and performance.

2.8 Framework of Thinking

The framework of thinking in this study is to use the intervening variable, which theoretically affects the relationship between independent and dependent variables in an indirect relationship. Interintervening variables can weaken and strengthen the relationships between variables.

The framework of this thinking includes the Influence of Training, Workload and Work Experience on Performance with Motivation as intervening variables, and will be tested with validity and reliability tests. Related to the variables to be studied and to make it easier for researchers and readers to understand the flow of thought of this research, the author pours it in the form of the following images:

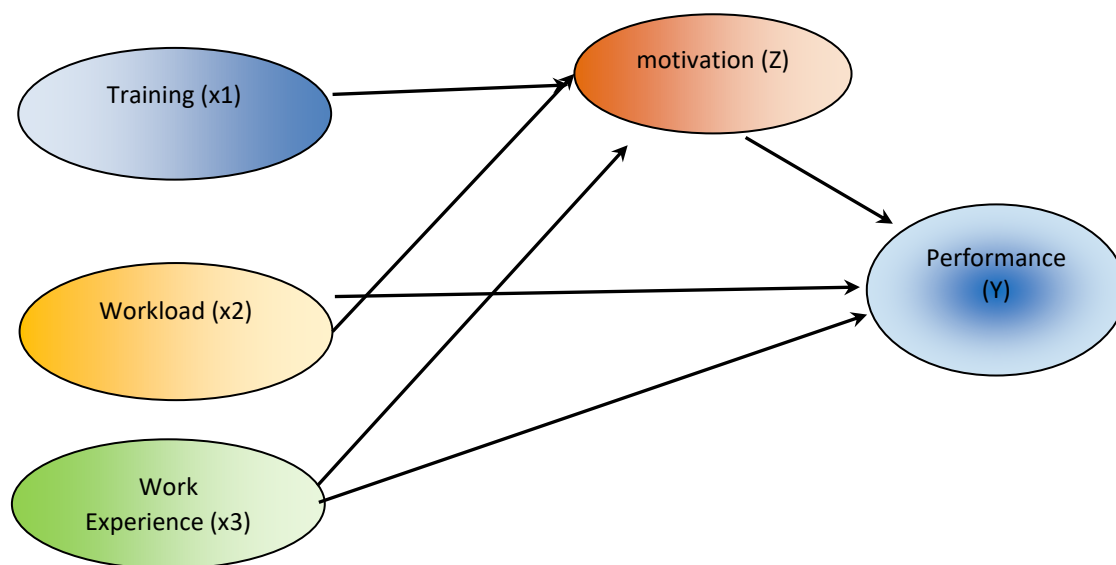


Figure 1. Research Conceptual Model

Information:

- X1 = free variable (exogenous) Training
- X2 = Workload free variable (exogenous)
- X3 = independent variable (exogenous) Work Experience
- Z = Motivation intervening variable
- Y = performance bound (endogenous) variable.

2.9 Hypothesis

Based on the formulation of the problem explained above, the following hypothesis is proposed:

- H1 : Training to directly determine the performers' APIP Regional Inspectorate of Riau Islands Province.
- H2 : Workload directly determines the APIP Performance Regional Inspectorate of Riau Islands Province.
- H3 : Work experience directly determines the APIP Performance Regional Inspectorate of the Riau Islands Province.
- H4 : Training directly determines the APIP Motivation Regional Inspectorate of the Riau Islands Province.
- H5 : Workload directly determines the APIP Motivation Regional Inspectorate of Riau Islands Province.
- H6 : Work experience directly determines APIP motivation among regional inspectorates throughout the Riau Islands Province.
- H7 : Motivation to directly determine the APIP Performance Regional Inspectorate of Riau Islands Province.

H8 : Training indirectly determines performance through motivation as an intervening variable in the APIP Regional Inspectorate of Riau Islands.

H9 : Workload indirectly determines Performance through Motivation as an intervening variable in the APIP Regional Inspectorate of the Riau Islands Province.

H10: Work Experience indirectly determines Performance through Motivation as an intervening variable in APIP Regional Inspectorates throughout the Riau Islands Province.

3. Research methodology

3.1 Population and Sample

According to Sugiyono (2018), a population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied, and then conclusions are drawn. The population in this study was APIP in all Regional Inspectorates throughout the Riau Islands Province, both the Riau Islands Provincial Inspectorate and the Regency/City Regional Inspectorate. This study included 244 people.

3.2 Variable Definition and Measurement Scale

Table 1. Performance Variable Instrument Grid

Variable	Indicators	Statement Items	Scale
Performance kasmir (2017),	1. Quality of Work	1,2,3,	Likert
	2. Quantity	4,5,6	
	3. Timeliness	7,8,9	
	4. Effectiveness	10,11	
	5. Independence	12,13	
	6. Responsibility	14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Motivation P. and Hasibuan (2017)	Psychological needs	1,2,3	Likert
	The need for a sense of security	4,5,6	
	Social Needs	7,8,9	
	Self-Esteem Needs	10,11,12	
	The need for self-actualization	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Mangkunegara (2017)	Types of Training	1,2,3	Likert
	Training Objectives	4,5,6	
	Training Materials	7,8,9	
	Training Methods	10,11,12	
	Participant Qualifications	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Workload Koesomowidjojo (2017:33)	Occupational Conditions	1,2,3,4,	Likert
	Use of working time	6,7,8,9,	
	Targets to be achieved	10,11,12	
	Work Environment	13,14,15	
Total		15	
Variable	Indicators	Statement Items	Scale
Work Experience According to Foster in Sartika (2015; 59)		Length of work	1,2,3,4,5
		Level of Knowledge and Skills	6,7,8,9,10
		Mastery of Work	11,12,13,14,15
Total		15	

4. Result and discussion

4.1 Respondent Profiles

The respondents in this study were predominantly male (89 respondents, 58.9 %) and female (62 respondents, 41.06 %). This is more detailed in the following table.

Table 2. Respondent Profiles

Information		Sum	Percentage
Gender	Male	89	58,94%
	Female	62	41,06%
		151	100,00%
Age	< 30	15	9,93%
	30-39	51	33,77%
	40 - 49	42	27,81%
	50 - 60	43	28,48%
Education	< 30	15	9,93%
	S3	7	4,63%
	S2	38	25,17%
	S1	106	70,20%

4.2 Results of Submission of Confirmation Factor Analysis (CFA)

4.2.1 Analysis of Confirmatory Factors on Training Variables

For the analysis of confirmatory factors (CFA) of the training variables after testing, the following results were obtained.

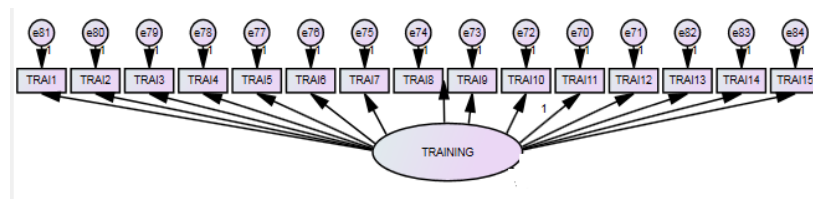


Figure 2. CFA Variable Training

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 3. Regression Weights

			Estimate	S.E.	C.R.	P	Label
TRAI 11	<---	TRAINING	1,000				
TRAI 12	<---	TRAINING	,942	,042	22,282	***	par_42
TRAI 10	<---	TRAINING	1,030	,040	26,046	***	par_43
TRAI 9	<---	TRAINING	,233	,052	4,435	***	par_44
TRAI 8	<---	TRAINING	,786	,059	13,380	***	par_45
TRAI 7	<---	TRAINING	,761	,056	13,595	***	par_46
TRAI 6	<---	TRAINING	,956	,041	23,317	***	par_47
TRAI 5	<---	TRAINING	,951	,048	19,832	***	par_48
TRAI 4	<---	TRAINING	,899	,043	21,028	***	par_49
TRAI 3	<---	TRAINING	,201	,071	2,838	***	par_50
TRAI 2	<---	TRAINING	1,009	,039	25,697	***	par_51
TRAI 1	<---	TRAINING	1,033	,039	26,397	***	par_52
TRAI 13	<---	TRAINING	,762	,056	13,624	***	par_56
TRAI 14	<---	TRAINING	,964	,049	19,567	***	par_57
TRAI 15	<---	TRAINING	,928	,047	19,655	***	par_58

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 4. Standarized Regression Weights

			Estimate
TRAI 11	<---	TRAINING	,947
TRAI 12	<---	TRAINING	,921
TRAI 10	<---	TRAINING	,960
TRAI 9	<---	TRAINING	,547
TRAI 8	<---	TRAINING	,769
TRAI 7	<---	TRAINING	,775
TRAI 6	<---	TRAINING	,931
TRAI 5	<---	TRAINING	,894
TRAI 4	<---	TRAINING	,909
TRAI 3	<---	TRAINING	,529
TRAI 2	<---	TRAINING	,950
TRAI 1	<---	TRAINING	,962
TRAI 13	<---	TRAINING	,776
TRAI 14	<---	TRAINING	,895
TRAI 15	<---	TRAINING	,889

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the confirmatory factor analysis, the 15 indicators were strong enough to confirm the latent variables of training. Therefore, 15 indicators were included in further analysis.

4.2.1 Analysis of Confirmatory Factors on Workload Variables

For the confirmatory factor (CFA) of the workload variable after the test, the following results were obtained:

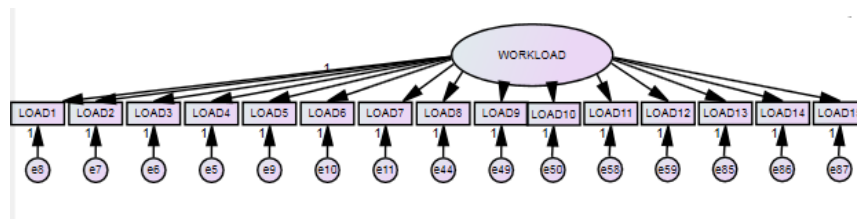


Figure 4. Variable Workloads CFA

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 5. Regression Weights

			Estimate	S.E.	C.R.	P	Label
LOAD4	<---	WORKLOAD	1,000				
LOAD3	<---	WORKLOAD	1,010	,049	20,749	***	par_1
LOAD2	<---	WORKLOAD	,237	,078	3,036	***	par_2
LOAD5	<---	WORKLOAD	1,016	,046	22,273	***	par_3
LOAD6	<---	WORKLOAD	,970	,054	18,113	***	par_4
LOAD8	<---	WORKLOAD	,666	,063	10,499	***	par_24
LOAD9	<---	WORKLOAD	,581	,065	8,882	***	par_27
LOAD10	<---	WORKLOAD	1,005	,048	20,741	***	par_28
LOAD11	<---	WORKLOAD	1,011	,050	20,303	***	par_32
LOAD12	<---	WORKLOAD	1,013	,046	21,853	***	par_33
LOAD13	<---	WORKLOAD	,989	,054	18,248	***	par_59
LOAD14	<---	WORKLOAD	,664	,066	10,080	***	par_60
LOAD15	<---	WORKLOAD	,593	,069	8,608	***	par_61

			Estimate	S.E.	C.R.	P	Label
LOAD1	<---	WORKLOAD	1,021	,052	19,693	***	par_78
LOAD7	<---	WORKLOAD	,634	,065	9,724	***	par_79

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 6. Standardized Regression Weights

			Estimate
LOAD4	<---	WORKLOAD	,919
LOAD3	<---	WORKLOAD	,934
LOAD2	<---	WORKLOAD	,545
LOAD5	<---	WORKLOAD	,952
LOAD6	<---	WORKLOAD	,892
LOAD8	<---	WORKLOAD	,686
LOAD9	<---	WORKLOAD	,614
LOAD10	<---	WORKLOAD	,934
LOAD11	<---	WORKLOAD	,923
LOAD12	<---	WORKLOAD	,947
LOAD13	<---	WORKLOAD	,894
LOAD14	<---	WORKLOAD	,669
LOAD15	<---	WORKLOAD	,601
LOAD1	<---	WORKLOAD	,917
LOAD7	<---	WORKLOAD	,653

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the confirmatory factor analysis of the 15th workload variable indicator, the workload variable indicator can be included in further analyses.

4.2.2 Analysis of Confirmatory Factors on Work Experience Variables

For the analysis of the confirmatory factor (CFA) of the Work Experience variable after the test, the following results were obtained:

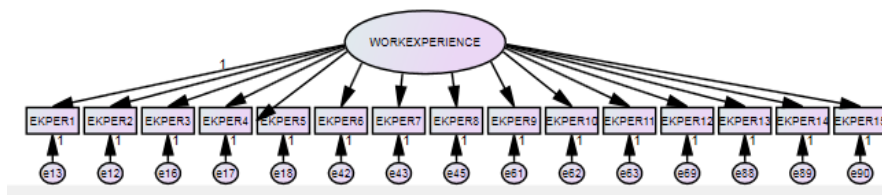


Figure 5. CFA Work Experience Variables

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 7. Regression Weights

			Estimate	S.E.	C.R.	P	Label
EKPER2	<---	WORKEXPRIENCE	1,000				
EKPER1	<---	WORKEXPRIENCE	,675	,077	8,802	***	par_5
EKPER3	<---	WORKEXPRIENCE	,849	,053	15,970	***	par_6
EKPER4	<---	WORKEXPRIENCE	1,089	,057	19,213	***	par_7
EKPER5	<---	WORKEXPRIENCE	1,078	,057	18,956	***	par_8
EKPER6	<---	WORKEXPRIENCE	,422	,076	5,559	***	par_22
EKPER7	<---	WORKEXPRIENCE	,978	,064	15,211	***	par_23
EKPER8	<---	WORKEXPRIENCE	1,110	,059	18,840	***	par_25

			Estimate	S.E.	C.R.	P	Label
EKPER9	<---	WORKEXPRIENCE	,952	,066	14,356	***	par_34
EKPER10	<---	WORKEXPRIENCE	1,046	,059	17,670	***	par_35
EKPER11	<---	WORKEXPRIENCE	,879	,054	16,173	***	par_36
EKPER12	<---	WORKEXPRIENCE	1,084	,057	18,929	***	par_41
EKPER13	<---	WORKEXPRIENCE	1,068	,058	18,476	***	par_62
EKPER14	<---	WORKEXPRIENCE	1,108	,059	18,793	***	par_63
EKPER15	<---	WORKEXPRIENCE	,417	,079	5,303	***	par_64

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 8. Standarized Regression Weights

			Estimate
EKPER2	<---	WORKEXPRIENCE	,897
EKPER1	<---	WORKEXPRIENCE	,617
EKPER3	<---	WORKEXPRIENCE	,870
EKPER4	<---	WORKEXPRIENCE	,936
EKPER5	<---	WORKEXPRIENCE	,931
EKPER6	<---	WORKEXPRIENCE	,628
EKPER7	<---	WORKEXPRIENCE	,851
EKPER8	<---	WORKEXPRIENCE	,927
EKPER9	<---	WORKEXPRIENCE	,828
EKPER10	<---	WORKEXPRIENCE	,902
EKPER11	<---	WORKEXPRIENCE	,874
EKPER12	<---	WORKEXPRIENCE	,932
EKPER13	<---	WORKEXPRIENCE	,924
EKPER14	<---	WORKEXPRIENCE	,926
EKPER15	<---	WORKEXPRIENCE	,711

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the confirmatory factor analysis of the Work Experience Variable indicator, both in the form of a diagram and table, it is known that *the Regression Weight* ($\square$) for the 15 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 15 indicators is less than 0.05. Thus, it can be said from the CFA that all 15 indicators are strong enough to confirm the latent variable of the Work Experience Variable. Therefore, 15 indicators were included in further analysis.

4.2.3 Analysis of Confirmatory Factors on Motivational Variables

For the analysis of the confirmatory factor (CFA) of the motivation variable after the test, the following results were obtained:

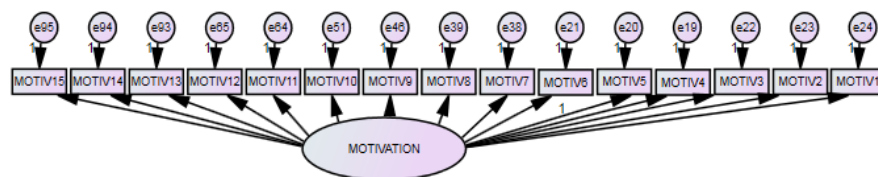


Figure 6. CFA Motivation Variables

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 9. Regression Weights

			Estimate	S.E.	C.R.	P	Label
MOTIV7	<---	MOTIVATION	,728	,071	10,283	***	par_19
MOTIV8	<---	MOTIVATION	,778	,062	12,473	***	par_20
MOTIV9	<---	MOTIVATION	,762	,066	11,565	***	par_26
MOTIV10	<---	MOTIVATION	,813	,063	12,830	***	par_29
MOTIV11	<---	MOTIVATION	,647	,069	9,389	***	par_37
MOTIV1	<---	MOTIVATION	1,036	,053	19,473	***	par_69
MOTIV2	<---	MOTIVATION	,940	,050	18,962	***	par_70
MOTIV3	<---	MOTIVATION	,973	,045	21,626	***	par_71
MOTIV4	<---	MOTIVATION	1,000				
MOTIV5	<---	MOTIVATION	,931	,050	18,650	***	par_72
MOTIV6	<---	MOTIVATION	,726	,067	10,880	***	par_73
MOTIV15	<---	MOTIVATION	,986	,049	19,953	***	par_74
MOTIV14	<---	MOTIVATION	,955	,047	20,481	***	par_75
MOTIV13	<---	MOTIVATION	,671	,068	9,829	***	par_76
MOTIV12	<---	MOTIVATION	,540	,063	8,561	***	par_77

Data source: *Output IBM SPSS AMOS 24 Report (2020)*

Table 10. Standardized Regression Weights

			Estimate
MOTIV7	<---	MOTIVATION	,676
MOTIV8	<---	MOTIVATION	,754
MOTIV9	<---	MOTIVATION	,724
MOTIV10	<---	MOTIVATION	,764
MOTIV11	<---	MOTIVATION	,636
MOTIV1	<---	MOTIVATION	,904
MOTIV2	<---	MOTIVATION	,895
MOTIV3	<---	MOTIVATION	,931
MOTIV4	<---	MOTIVATION	,932
MOTIV5	<---	MOTIVATION	,890
MOTIV6	<---	MOTIVATION	,699
MOTIV15	<---	MOTIVATION	,907
MOTIV14	<---	MOTIVATION	,918
MOTIV13	<---	MOTIVATION	,656
MOTIV12	<---	MOTIVATION	,597

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on the motivation variable indicator, both in the form of diagrams and tables. The *Standardized Regression Weight* ($\square$) for all 15 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 15th indicator is less than 0.05. Thus, judging from the CFA variable of motivation, all 16 indicators are strong for defining the variable of motivation. Therefore, 15 indicators were included in further analysis.

4.2.5 Analysis of Confirmatory Factors on Performance Variables

For the analysis of confirmatory factors (CFA) of the Performance Variables after testing, the following results were obtained:

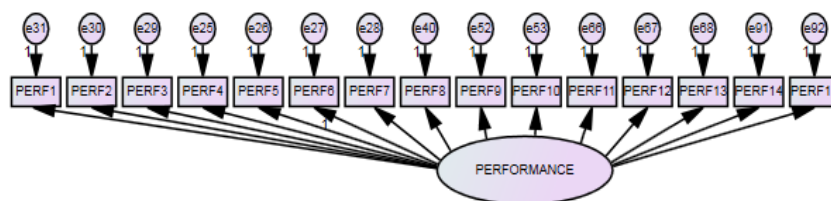


Figure 7. CFA Performance Variables
Data source: Output IBM SPSS AMOS 24 Report (2024)

Table 11. Regression Weights

			Estimate	S.E.	C.R.	P	Label
PERF4	<---	PERFORMANCE	1,000				
PERF5	<---	PERFORMANCE	1,039	,049	21,344	***	par_9
PERF6	<---	PERFORMANCE	,929	,055	16,780	***	par_10
PERF3	<---	PERFORMANCE	1,106	,051	21,512	***	par_11
PERF2	<---	PERFORMANCE	1,062	,054	19,725	***	par_12
PERF8	<---	PERFORMANCE	1,146	,053	21,762	***	par_21
PERF9	<---	PERFORMANCE	1,016	,051	19,918	***	par_30
PERF10	<---	PERFORMANCE	,061	,059	2,039	***	par_31
PERF11	<---	PERFORMANCE	1,064	,050	21,075	***	par_38
PERF12	<---	PERFORMANCE	,952	,054	17,585	***	par_39
PERF13	<---	PERFORMANCE	,723	,056	12,921	***	par_40
PERF14	<---	PERFORMANCE	,114	,065	2,751	***	par_65
PERF15	<---	PERFORMANCE	,709	,057	12,500	***	par_66
PERF1	<---	PERFORMANCE	,775	,085	9,133	***	par_67
PERF7	<---	PERFORMANCE	1,102	,053	20,737	***	par_68

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 12. Standardized Regression Weights

			Estimate
PERF4	<---	PERFORMANCE	,918
PERF5	<---	PERFORMANCE	,940
PERF6	<---	PERFORMANCE	,870
PERF3	<---	PERFORMANCE	,944
PERF2	<---	PERFORMANCE	,919
PERF8	<---	PERFORMANCE	,946
PERF9	<---	PERFORMANCE	,919
PERF10	<---	PERFORMANCE	,586
PERF11	<---	PERFORMANCE	,937
PERF12	<---	PERFORMANCE	,885
PERF13	<---	PERFORMANCE	,772
PERF14	<---	PERFORMANCE	,544
PERF15	<---	PERFORMANCE	,759
PERF1	<---	PERFORMANCE	,626
PERF7	<---	PERFORMANCE	,933

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Based on the results of the analysis of confirmatory factors on the performance variables, both in the

form of diagrams and tables. The *Standardized Regression Weight* (β) for all 15 indicators is greater than 0.50, the C.R. coefficient is greater than 2.00, and the probability value of the 15th indicator is less than 0.05. Thus, it can be said from the CFA that the 15 indicators are strong for defining the Work Performance Variables. Therefore, 15 indicators were included in further analysis.

4.3 Impact Analysis with SEM

In accordance with the research objectives to determine the influence of Training, Workload, Work Experience on Performance Through Motivation, coupled with the hypothesis formulated in Chapter III, data analysis was carried out using structural equation Modelling (SEM), which is a set of statistical techniques that allow testing a series of relatively complex relationships simultaneously (Ferdinand, 2016). The hypotheses tested are:

1. Hypothesis 1 (H1): Training directly determines the APIP Performance of Regional Inspectorates throughout the Riau Islands Province.
2. Hypothesis 2 (H2): The workload directly determines the APIP Performance of the Regional Inspectorate of the Riau Islands Province.
3. Hypothesis 3 (H3): Work Experience directly determines the performance of regional inspectorates in the Riau Islands Province.
4. Hypothesis 4 (H5): Training directly determines the motivation of regional inspectorates throughout the Riau Islands Province.
5. Hypothesis 5 (H6): Workload directly determines the APIP Motivation of the Regional Inspectorate of Riau Islands Province.
6. Hypothesis 6 (H7): Work Experience directly determines the motivation of regional inspectorates in the Riau Islands Province.
7. Hypothesis (7): Motivation directly determines the performance of APIP Regional Inspectorates throughout the Riau Islands Province.
8. Hypothesis 8 (H8): Training indirectly determines Performance through Motivation as an intervening variable in the APIP Regional Inspectorate of the Riau Islands Province.
9. Hypothesis 9 (H9): Workload indirectly determines Performance through Motivation as an intervening variable in APIP in the Riau Islands Province.
10. Hypothesis (10): Work Experience indirectly determines Performance through Motivation as an intervening variable in APIP Regional Inspectorates throughout the Riau Islands Province.

Referring to this hypothesis, a model of the relationship between the variables was developed, as shown in Figure 8.

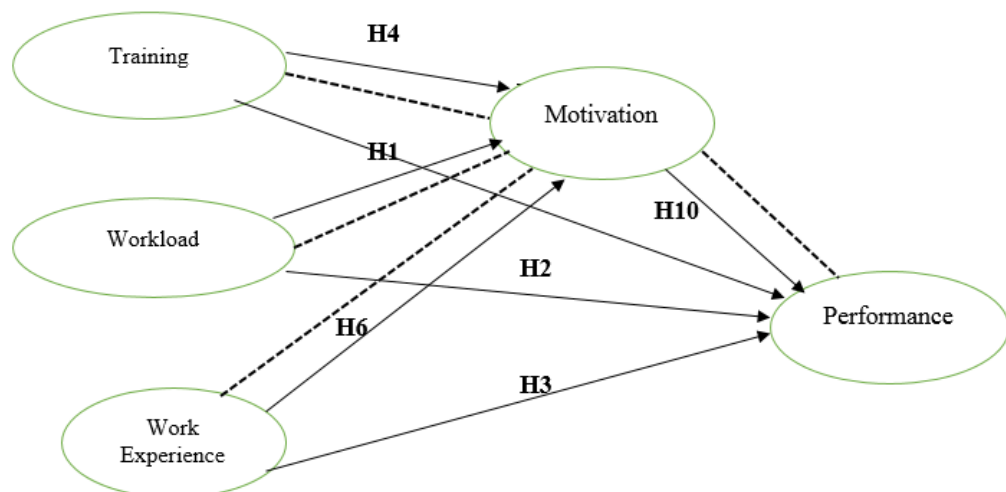


Figure 8. Causality Model of Training, Workload, Work Experience, Motivation and Performance Variables

Based on the above figure, a structural equation model can be formulated as follows:

			Estimate
MOTIVATION	<---	WORKLOAD	,540
MOTIVATION	<---	WORKEXPRIENCE	,517
MOTIVATION	<---	TRAINING	,667
PERFORMANCE	<---	WORKLOAD	,727
PERFORMANCE	<---	WORKEXPRIENCE	,515
PERFORMANCE	<---	MOTIVATION	,609
PERFORMANCE	<---	TRAINING	,737
LOAD4	<---	WORKLOAD	,919
LOAD3	<---	WORKLOAD	,934
LOAD2	<---	WORKLOAD	,545
LOAD5	<---	WORKLOAD	,952
LOAD6	<---	WORKLOAD	,892
EKPER2	<---	WORKEXPRIENCE	,897
EKPER1	<---	WORKEXPRIENCE	,617
EKPER3	<---	WORKEXPRIENCE	,870
EKPER4	<---	WORKEXPRIENCE	,936
EKPER5	<---	WORKEXPRIENCE	,931
PERF4	<---	PERFORMANCE	,918
PERF5	<---	PERFORMANCE	,940
PERF6	<---	PERFORMANCE	,870
PERF3	<---	PERFORMANCE	,944
PERF2	<---	PERFORMANCE	,919
MOTIV7	<---	MOTIVATION	,676
MOTIV8	<---	MOTIVATION	,754
PERF8	<---	PERFORMANCE	,946
EKPER6	<---	WORKEXPRIENCE	,528
EKPER7	<---	WORKEXPRIENCE	,851
LOAD8	<---	WORKLOAD	,686
EKPER8	<---	WORKEXPRIENCE	,927
MOTIV9	<---	MOTIVATION	,724
LOAD9	<---	WORKLOAD	,614
LOAD10	<---	WORKLOAD	,934
MOTIV10	<---	MOTIVATION	,764
PERF9	<---	PERFORMANCE	,919
PERF10	<---	PERFORMANCE	,586
LOAD11	<---	WORKLOAD	,923
LOAD12	<---	WORKLOAD	,947
EKPER9	<---	WORKEXPRIENCE	,828
EKPER10	<---	WORKEXPRIENCE	,902
EKPER11	<---	WORKEXPRIENCE	,874
MOTIV11	<---	MOTIVATION	,636
PERF11	<---	PERFORMANCE	,937
PERF12	<---	PERFORMANCE	,885
PERF13	<---	PERFORMANCE	,772
EKPER12	<---	WORKEXPRIENCE	,932
TRAI 11	<---	TRAINING	,947
TRAI 12	<---	TRAINING	,921
TRAI 10	<---	TRAINING	,960

			Estimate
TRAI 9	<---	TRAINING	,547
TRAI 8	<---	TRAINING	,769
TRAI 7	<---	TRAINING	,775
TRAI 6	<---	TRAINING	,931
TRAI 5	<---	TRAINING	,894
TRAI 4	<---	TRAINING	,909
TRAI 3	<---	TRAINING	,529
TRAI 2	<---	TRAINING	,950
TRAI 1	<---	TRAINING	,962
TRAI 13	<---	TRAINING	,776
TRAI 14	<---	TRAINING	,895
TRAI 15	<---	TRAINING	,889
LOAD13	<---	WORKLOAD	,894
LOAD14	<---	WORKLOAD	,669
LOAD15	<---	WORKLOAD	,601
EKPER13	<---	WORKEXPERIENCE	,924
EKPER14	<---	WORKEXPERIENCE	,926
EKPER15	<---	WORKEXPERIENCE	,511
PERF14	<---	PERFORMANCE	,544
PERF15	<---	PERFORMANCE	,759
PERF1	<---	PERFORMANCE	,626
PERF7	<---	PERFORMANCE	,933
MOTIV1	<---	MOTIVATION	,904
MOTIV2	<---	MOTIVATION	,895
MOTIV3	<---	MOTIVATION	,931
MOTIV4	<---	MOTIVATION	,932
MOTIV5	<---	MOTIVATION	,890
MOTIV6	<---	MOTIVATION	,699
MOTIV15	<---	MOTIVATION	,907
MOTIV14	<---	MOTIVATION	,918
MOTIV13	<---	MOTIVATION	,656
MOTIV12	<---	MOTIVATION	,597
LOAD1	<---	WORKLOAD	,917
LOAD7	<---	WORKLOAD	,653

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 14. Regression Weight (Lamda)

			Estimate	S.E.	C.R.	P	Label
MOTIVATION	<---	WORKLOAD	,141	,089	2,595	,111	par_13
MOTIVATION	<---	WORKEXPERIENCE	,963	,102	2,590	,010	par_14
MOTIVATION	<---	TRAINING	,742	,088	3,886	***	par_53
PERFORMANCE	<---	WORKLOAD	,199	,050	3,953	***	par_15
PERFORMANCE	<---	WORKEXPERIENCE	,332	,060	5,541	***	par_16
PERFORMANCE	<---	MOTIVATION	,095	,047	2,043	,046	par_17
PERFORMANCE	<---	TRAINING	,596	,057	10,416	***	par_54
LOAD4	<---	WORKLOAD	1,000				
LOAD3	<---	WORKLOAD	1,010	,049	20,749	***	par_1
LOAD2	<---	WORKLOAD	,237	,078	3,036	***	par_2

			Estimate	S.E.	C.R.	P	Label
LOAD5	<---	WORKLOAD	1,016	,046	22,273	***	par_3
LOAD6	<---	WORKLOAD	,970	,054	18,113	***	par_4
EKPER2	<---	WORKEXPERIENCE	1,000				
EKPER1	<---	WORKEXPERIENCE	,675	,077	8,802	***	par_5
EKPER3	<---	WORKEXPERIENCE	,849	,053	15,970	***	par_6
EKPER4	<---	WORKEXPERIENCE	1,089	,057	19,213	***	par_7
EKPER5	<---	WORKEXPERIENCE	1,078	,057	18,956	***	par_8
PERF4	<---	PERFORMANCE	1,000				
PERF5	<---	PERFORMANCE	1,039	,049	21,344	***	par_9
PERF6	<---	PERFORMANCE	,929	,055	16,780	***	par_10
PERF3	<---	PERFORMANCE	1,106	,051	21,512	***	par_11
PERF2	<---	PERFORMANCE	1,062	,054	19,725	***	par_12
MOTIV7	<---	MOTIVATION	,728	,071	10,283	***	par_19
MOTIV8	<---	MOTIVATION	,778	,062	12,473	***	par_20
PERF8	<---	PERFORMANCE	1,146	,053	21,762	***	par_21
EKPER6	<---	WORKEXPERIENCE	,422	,076	5,559	***	par_22
EKPER7	<---	WORKEXPERIENCE	,978	,064	15,211	***	par_23
LOAD8	<---	WORKLOAD	,666	,063	10,499	***	par_24
EKPER8	<---	WORKEXPERIENCE	1,110	,059	18,840	***	par_25
MOTIV9	<---	MOTIVATION	,762	,066	11,565	***	par_26
LOAD9	<---	WORKLOAD	,581	,065	8,882	***	par_27
LOAD10	<---	WORKLOAD	1,005	,048	20,741	***	par_28
MOTIV10	<---	MOTIVATION	,813	,063	12,830	***	par_29
PERF9	<---	PERFORMANCE	1,016	,051	19,918	***	par_30
PERF10	<---	PERFORMANCE	,061	,059	2,039	***	par_31
LOAD11	<---	WORKLOAD	1,011	,050	20,303	***	par_32
LOAD12	<---	WORKLOAD	1,013	,046	21,853	***	par_33
EKPER9	<---	WORKEXPERIENCE	,952	,066	14,356	***	par_34
EKPER10	<---	WORKEXPERIENCE	1,046	,059	17,670	***	par_35
EKPER11	<---	WORKEXPERIENCE	,879	,054	16,173	***	par_36
MOTIV11	<---	MOTIVATION	,647	,069	9,389	***	par_37
PERF11	<---	PERFORMANCE	1,064	,050	21,075	***	par_38
PERF12	<---	PERFORMANCE	,952	,054	17,585	***	par_39
PERF13	<---	PERFORMANCE	,723	,056	12,921	***	par_40
EKPER12	<---	WORKEXPERIENCE	1,084	,057	18,929	***	par_41
TRAI 11	<---	TRAINING	1,000				
TRAI 12	<---	TRAINING	,942	,042	22,282	***	par_42
TRAI 10	<---	TRAINING	1,030	,040	26,046	***	par_43
TRAI 9	<---	TRAINING	,233	,052	4,435	***	par_44
TRAI 8	<---	TRAINING	,786	,059	13,380	***	par_45
TRAI 7	<---	TRAINING	,761	,056	13,595	***	par_46
TRAI 6	<---	TRAINING	,956	,041	23,317	***	par_47
TRAI 5	<---	TRAINING	,951	,048	19,832	***	par_48
TRAI 4	<---	TRAINING	,899	,043	21,028	***	par_49
TRAI 3	<---	TRAINING	,201	,071	2,838	***	par_50
TRAI 2	<---	TRAINING	1,009	,039	25,697	***	par_51
TRAI 1	<---	TRAINING	1,033	,039	26,397	***	par_52
TRAI 13	<---	TRAINING	,762	,056	13,624	***	par_56

			Estimate	S.E.	C.R.	P	Label
TRAI 14	<---	TRAINING	,964	,049	19,567	***	par_57
TRAI 15	<---	TRAINING	,928	,047	19,655	***	par_58
LOAD13	<---	WORKLOAD	,989	,054	18,248	***	par_59
LOAD14	<---	WORKLOAD	,664	,066	10,080	***	par_60
LOAD15	<---	WORKLOAD	,593	,069	8,608	***	par_61
EKPER13	<---	WORKEXPERIENCE	1,068	,058	18,476	***	par_62
EKPER14	<---	WORKEXPERIENCE	1,108	,059	18,793	***	par_63
EKPER15	<---	WORKEXPERIENCE	,417	,079	5,303	***	par_64
PERF14	<---	PERFORMANCE	,114	,065	2,751	***	par_65
PERF15	<---	PERFORMANCE	,709	,057	12,500	***	par_66
PERF1	<---	PERFORMANCE	,775	,085	9,133	***	par_67
PERF7	<---	PERFORMANCE	1,102	,053	20,737	***	par_68
MOTIV1	<---	MOTIVATION	1,036	,053	19,473	***	par_69
MOTIV2	<---	MOTIVATION	,940	,050	18,962	***	par_70
MOTIV3	<---	MOTIVATION	,973	,045	21,626	***	par_71
MOTIV4	<---	MOTIVATION	1,000				
MOTIV5	<---	MOTIVATION	,931	,050	18,650	***	par_72
MOTIV6	<---	MOTIVATION	,726	,067	10,880	***	par_73
MOTIV15	<---	MOTIVATION	,986	,049	19,953	***	par_74
MOTIV14	<---	MOTIVATION	,955	,047	20,481	***	par_75
MOTIV13	<---	MOTIVATION	,671	,068	9,829	***	par_76
MOTIV12	<---	MOTIVATION	,540	,063	8,561	***	par_77
LOAD1	<---	WORKLOAD	1,021	,052	19,693	***	par_78
LOAD7	<---	WORKLOAD	,634	,065	9,724	***	par_79

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

From the two tables above, it can be seen that all variable indicators have a *standardized estimate (regression weight)* in the form of a *loading factor or lambda* (λ_i) > 0.50, a critical value of C.R > 2,000, and a probability of less than 0.05 (***). Thus, all indicators of the latent variables are valid and significant.

4.5 Analysis of Structural Equation Models

Structural equations of the Training Variables (X1), workload (X2), Work Experience (X3), motivation (Z), and performance (Y).

H1 : $Y = \gamma_{y.x1} X1 + e1$, $\gamma_{y.x1}$ determinasai Direct Effects X1 to Y,

H2 : $Y = \gamma_{y.x2} X2 + e1$, $\gamma_{y.x2}$ determinacy X2 Direct Effects on Y,

H3 : $Y = \gamma_{y.x3} X3 + e1$, $\gamma_{y.x3}$ determinasai X3 to Y,

H4 : $Z = \gamma_{z.x1} X1 + e2$, $\gamma_{z.x1}$ determinasai X1 with respect to Z,

H5 : $Z = \gamma_{z.x2} X2 + e2$, $\gamma_{z.x2}$ determinizesizing X2 Direct Effects against Z,

H6 : $Z = \gamma_{z.x3} X3 + e2$, $\gamma_{z.x3}$ Direct Effects X3 to Z,

H7: $Z = \beta_{zy} Y1 + e2$, β_{zy} determinai Direct Effects Y to Z:.

The model was tested using regression coefficients for training (X1), workload (X2), Work Experience (X3), motivation (Z), and performance (Y) through the output table from the *view/set* sub-menu. Based on the results of the *regression weight* calculation, an output table can be created, as presented in Table 4.21.

Table 15. Standardized Direct Effects

	TRAINING	WORKEXP ERIENCE	WORKLO AD	MOTIVATI ON	PERFORMA NCE
MOTIVATION	,367	,217	,140	,000	,000
PERFORMANCE	,737	,315	,227	,109	,000

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 16. Regression Weight

			Estimate	S.E.	C.R.	P	Label
MOTIVATION	<---	WORKLOAD	,141	,089	1,595	,111	par_13
MOTIVATION	<---	WORKEXP ERIENCE	,963	,102	2,590	,010	par_14
MOTIVATION	<---	TRAINING	,742	,088	3,886	***	par_53
PERFORMANCE	<---	WORKLOAD	,199	,050	3,953	***	par_15
PERFORMANCE	<---	WORKEXP ERIENCE	,332	,060	5,541	***	par_16
PERFORMANCE	<---	MOTIVATION	,095	,047	2,043	,046	par_17
PERFORMANCE	<---	TRAINING	,596	,057	10,416	***	par_54

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Table 17. Standarized Regression

			Estimate
MOTIVATION	<---	WORKLOAD	,140
MOTIVATION	<---	WORKEXP ERIENCE	,217
MOTIVATION	<---	TRAINING	,367
PERFORMANCE	<---	WORKLOAD	,227
PERFORMANCE	<---	WORKEXP ERIENCE	,315
PERFORMANCE	<---	MOTIVATION	,109
PERFORMANCE	<---	TRAINING	,737

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

In the table above, it can be seen that the influence of the training variable on performance has a *standardized estimate (regression weight)* of 0.057, with a Cr (*critical ratio* = identical to the t-calculation value) of 10.416 at *probability* = 0.015. The CR value of 10.416 > 2.000 and *probability* = < 0.05 indicates that the determination of the training variable to the performance variable is **significant**.

The Determination of the Workload Variable for the Performance variable had a *standardized estimate (regression weight)* of 0.050, with a Cr (*critical ratio* = identical to the t-calculated value) of 3.953 at *probability* = . A CR value of 3.953 > 2.000 and *Probability* = < 0.05 indicates that the determination of the workload variable to the performance variable is **significant**.

The determination of the Work Experience variable to the performance variable had a *standardized estimate (regression weight)* of 0.060 with a Cr (*critical ratio* = identical to the t-calculated value) of 5.541 at *probability* = . The value of CR = 5.541 > 2.000 and *probability* = < 0.05 indicates that the determination of the Work Experience variable to the performance variable is **significant**.

The determination of the training variable for the motivation variable had a *standardized estimate (regression weight)* of 0.088 with a Cr (*critical ratio* = identical to the t-count value) of 3.886 at *probability* = . The CR value of 3.886 > 2.000 and *probability* < 0.05, showed that the determination of the training variable to the motivation variable was **significant**.

The determination of the Workload variable to the Motivation variable has a *standardized estimate (regression weight)* of 0.089, with Cr (*Critical ratio* = identical to the t-count value) of 1.595 at

probability = 0.111, CR value of $1.595 < 2.000$ and *Probability* = $.111 > 0.05$ indicating that the determination of the Workload variable to the Motivation variable is **insignificant**.

The determination of the Work Experience variable to the motivation variable had a *standardized estimate (regression weight)* of 0.102 with a Cr (*critical ratio* = identical to the t-count value) of 2.590 at *probability* = 0.010. The CR value of $2.590 > 2.000$ and *probability* = $0.010 < 0.05$ indicate that the determination of the Work Experience variable to the motivation variable is **significant**.

The determination of the motivation variable for the performance variable had a *standardized estimate (regression weight)* of 0.047, with a Cr (*critical ratio* = identical to the t-calculated value) of 2.043 at *probability* = 0.046. The CR value of $2.043 > 2.000$ and *probability* = $0.046 < 0.05$ indicate that the determination of the motivation variable to the performance variable is **significant**.

The results of testing the hypothesis of indirect determination of Training on Performance through Motivation as an intervening variable using the Sobel test calculator auxiliary program can be presented in the following table:

The diagram shows a path from 'independent variable' to 'mediator variable' (labeled A, SE_A) and from 'mediator variable' to 'dependent variable' (labeled B, SE_B).

Inputs:

- A: 0.742
- B: 0.095
- SE_A: 0.088
- SE_B: 0.047

Calculate!

Sobel test statistic: 1.96558846
 One-tailed probability: 0.02467308
 Two-tailed probability: 0.04934617

Based on the results of *the calculation for the Sobel Test* in the figure above, it can be seen that the Sobel test value of $1.965 > 1.96$ and the value of *two-tailed probability* = 0.04934617 are smaller than 0.05.

The results of testing the hypothesis of indirect determination of Workload on Performance through Motivation as an intervening variable using the Sobel test calculator are presented in the following table:

The diagram shows a path from 'independent variable' to 'mediator variable' (labeled A, SE_A) and from 'mediator variable' to 'dependent variable' (labeled B, SE_B).

Inputs:

- A: 0.141
- B: 0.095
- SE_A: 0.089
- SE_B: 0.047

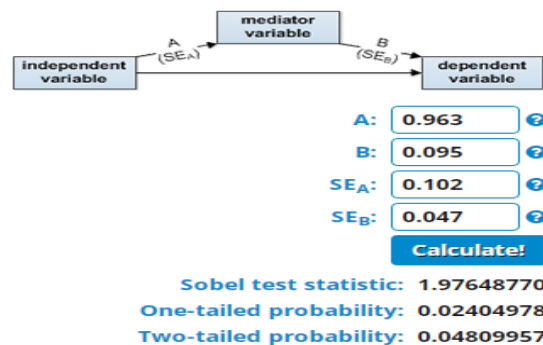
Calculate!

Sobel test statistic: 1.24690107
 One-tailed probability: 0.10621689
 Two-tailed probability: 0.21243377

Based on the results of *the calculation for the Sobel Test* in the figure above, it can be seen that the value of the statistic Sobel test is $1.246 < 1.96$, and the value of *two-tailed probability* = 0.21243377 is greater than 0.05. This means that the determination of the Workload on Performance Through

Motivation is **not significant**.

The results of testing the hypothesis of indirect determination of Work Experience on Performance through Motivation as an intervening variable using the Sobel test calculator auxiliary program can be presented in the following table:



Based on the results of *the calculation for the Sobel Test in the figure above*, it can be seen that the value of the statistic Sobel test is $1.976 > 1.96$, and the value of *two-tailed probability* = 0.04809957 is less than 0.05.

4.6 Measurement Model Analysis with Determination

The following is an analysis of the Measurement Model with the coefficients of the influence of the training, workload, work experience, and motivation variables on performance. Analysis of the measurement model with influence was used to determine the contribution of exogenous variables to endogenous variables. For this analysis, a Square Multiple Correlation was used. The magnitude of Square Multiple Correlation can be seen in the following table

Table 18. Squared *Multiple Correlations Evaluation*

	Estimate
MOTIVATION	,592
PERFORMANCE	,785

Data source: *Output IBM SPSS AMOS 24 Report (2024)*

Square Multiple Correlation, whose values are for Performance = 0.785, for Motivation Variable = 0.592, as seen in Table 4.23. The *Square Multiple Correlation value* for the performance variable was $100\% = 0.785 \times 100\% = 78.5\%$. Thus, it can be stated that the change in performance was influenced by Training, Workload, Work Experience and Motivation by 78.5%. For the Motivation Variable $R^2 = 0.592$, the magnitude of the influence was $0.592 \times 100\% = 59.2\%$. Thus, it can be stated that the change in motivation was influenced by Training, Workload and Work Experience by 59.2%.

When viewed from the structural equation model above showing *Regression Weight*(γ), there are 10 variables whose effects are significantly positive. This study had several limitations that may interfere with the results of this research. These limitations include the following: This research data is generated from instruments built from literature and then developed into question items based on respondents' answers in the form of a Likert scale. This raises many problems, including the psychological factors of respondents in answering the questionnaire, so it contains a very high subjective element. This research is based on a survey method using a questionnaire, and the conclusions are based on data collected through tabulation managed using SEM data analysis tools.

5. Conclusion

5.1 Conclusion

Based on the results of the data analysis in the discussion and testing of the hypotheses, the following conclusions can be drawn:

1. Based on the results of this study, the determination of the training variable to the performance variable was **significant**.
2. Based on the results of this study, the determination of the workload variable to the performance variable is **significant**.
3. Based on the results of the study, the determination of the Work Experience variable to the performance variable was **significant**.
4. The results of the study show that the determination of the training variable for the motivation variable is **significant**.
5. Based on the results of this study, the determination of the workload variable to the motivation variable is **insignificant**.
6. Based on the results of the study, the determination of the work experience variable to the motivation variable was **significant**.
7. Based on the results of the study, the determination of the variable of Training on Performance through Motivation is **significant**.
8. Based on the results of the study, the determination of the variable Workload on Performance through Motivation is **not significant**.
9. Based on the results of the study, the determination of the variable of Work Experience on Performance through Motivation was **significant**.
10. Based on the results of the study, the determination of the motivation variable to the performance variable was **significant**.

5.2 Suggestion

Based on the results of the study mentioned above, in accordance with the objectives of this study, the following recommendations were made:

1. To improve the training of APIPs, it is recommended that a fixed training schedule is scheduled every year, and the training materials held must be in line with the main duties and functions of the employees concerned.
2. When optimizing the workload, which is the responsibility of APIPs, it is recommended that it is necessary to make a clear SOP related to the implementation of work. In addition, there needs to be a division of duties in supervision and inspection, preferably based on the location of supervision, so as to make it easier for employees in the supervision process. In addition, it is necessary to increase the number of APIPs to reduce the workload and focus on monitoring.
3. To improve the variables of APIP Work Experience, it is necessary to make several improvements, including sharing the work experience possessed by employees so far, which is expected to provide a better experience to employees so that they do not make mistakes that have been made. To prevent this from happening, it is hoped that there will be a Group Discussion forum (FGD) among employees so that they can share work experience with each other to prevent mistakes in the future and are expected to provide the best solution for solving problems related to existing work.
4. To increase APIP's motivation, several improvements must be made, including giving awards and praise to APIP who have achieved, applying a sense of openness between colleagues and leaders, and establishing a fraternal relationship between each colleague, so that the responsibilities and work carried out can be in accordance with the target or can exceed the set target. Occasionally, it is also necessary to conduct special outing activities with colleagues to increase cooperation between teams.
5. To optimize APIP's performance, several improvements need to be made, including that leadership is expected to always be able to routinely provide motivation to APIP because motivation is one of the factors that makes APIP more enthusiastic at work. In addition, there needs to be additional compensation for performance achievements for APIP to improve APIP's performance in completing each assignment with full responsibility, in addition to the large workload that must be carried out by APIP at the same time.

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