The influence of motivation, commitment and workload on job satisfaction of regional officials with competency as intervening variable in Regional Financial Agency of Riau Islands Province

Ngaliman Ngaliman[1], Nike Astarina[2], I Wayan Catrayasa[3]
Batam University, Indonesia[1,2,3]
ngaliman@univbatam.ac.id[1]

Abstract
Purpose: This study analyzes the influence of motivation, organizational commitment, and workload on the job satisfaction of regional officials, with competence as an intervening variable at the Regional Financial and Asset Agency of Riau Islands Province. In 2023, delays occurred in 11,380 files (49.26%) from SPP to SP2D, indicating the urgency to improve employee satisfaction and performance.

Research/methodology: Primary data were collected from 143 employees and analyzed using SEM-PLS. Motivation, commitment, and workload were examined as predictors of competence, while competence was tested as a mediator toward job satisfaction.

Results: Motivation showed no significant direct effect on job satisfaction. However, motivation, organizational commitment, and workload significantly influenced competence, which in turn strongly mediated their impact on job satisfaction. The findings confirm that higher competence enhances employees' satisfaction and performance, emphasizing the importance of competence development to minimize delays and strengthen service quality.

Conclusions: Job satisfaction is not directly determined by motivation but is mediated by competence, organizational commitment, and workload. Competence development becomes a strategic factor in improving overall satisfaction and organizational performance.

Limitations: The study was limited to one institution in Riau Islands Province, thus reducing generalizability. Comparative studies across multiple agencies and provinces are recommended.

Contribution: This study enriches HRM literature by confirming the mediating role of competence in public sector organizations. Practically, it guides policymakers to improve satisfaction and performance through competency development, balanced workload distribution, and organizational commitment programs.

Keywords: *Competence, Job Satisfaction, Motivation, Organizational Commitment, Workload*

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1. Introduction

The Riau Islands Province Regional Finance and Asset Agency was established as a Regional Apparatus (PD) based on the Riau Islands Province Regional Regulation Number 4 of 2021 concerning the Formation and Composition of Regional Apparatus and the Riau Islands Governor Regulation Number 12 of 2023 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus. It assists the governor in carrying out supporting functions for government affairs in the field of Finance and Regional Assets, which are the authorities of the Provincial Region.

The Treasury and Regional Cash Management Sector has always been in the spotlight for other regional apparatuses in the Riau Islands Province. This is because the Treasury and Regional Cash Management Sector has the main task and function of testing the truth and completeness of Documents against the Payment Order (SPM) as the basis for making the Fund Disbursement Order (SP2D) and issuing SP2D as the basis for disbursing funds for the needs of the Service, Agency, Office, Section/Regional Government Apparatus within the Riau Islands Province. SP2D is a letter used to disburse funds through a designated bank after the SPM is received by the BUD, as regulated in the Regional Financial Administration process in accordance with the mandate of the Minister of Home Affairs Regulation No. 77 of 2020 concerning Technical Guidelines for Regional Financial Management.

The Treasury and Regional Cash Management Sector processes the disbursement of funds according to the files submitted by the Regional Apparatus if the requirements for processing the SP2D are complete in accordance with the provisions or Standard Operating Procedures (SOP) that have been set. Therefore, the files received for processing at the Treasury and Regional Cash Management Sector counter are files that have met the requirements, which will then be served in the issuance of the SP2D. Therefore, every Regional Apparatus (PD) that processes SP2D is expected to fulfill all existing administrative provisions in accordance with the SOP. Files that do not meet the requirements for issuing an SP2D are returned after verification by an authorized official.

The facts that occur in the management of SP2D are different from the expectations desired by the Regional Apparatus (PD), where the most frequent thing that happens is that many Treasurers from the Regional Apparatus mention that there are delays in the process of disbursing activity budget funds. Generally, what happens is that treasurers need more time than they should to process the disbursement of funds, even if all the requirements have been met. The long disbursement of funds in the management of SP2D at the Regional Finance and Asset Agency is caused by several factors, including the large number of files included in the management of SP2D, resulting in a backlog. The following are the data on the submission of SP2D files issued by the Regional Finance and Asset Agency of the Riau Islands Province in 2023:

Table 1. Number of fund disbursement orders (SP2D) based on the length of the issuance process at the Riau Islands Province Regional Finance and Asset Agency in 2023.

Length of the Sp2d Issuance Process (From Spp to Sp2d) (Days)	Number of Sp2d (Files)	Percentage (%)
1-2	9.536	39,71
3- 10	11.830	49,26
More than 10	2.648	11,03
Total	**24.014**	**100**

Source: Riau Islands Province BKAD, 2024

From the above data, it can be seen that in 2023, 24,014 files processed SP2D for disbursement at the Riau Islands Province Regional Finance and Asset Agency (BKAD) were processed. According to the SOP, the length of time required for BKAD to carry out the file verification process from the Payment Request Letter (SPP) and Payment Order Letter (SPM) to the issuance of SP2D is 1-2 days, but in reality, it was found that 11,830 files or 49.26% experienced delays in processing from SPP to SP2D for 3-10 days. The files can be verified within the time frame for processing SP2D from SPP. The remaining files required more than 10 d to complete.

A large number of files process SP2D for disbursement at the Riau Islands Province Regional Finance and Asset Agency (BKAD). Therefore, this study aims to analyze the influence of motivation, organizational commitment, and workload on employee job satisfaction, with competence as an intervening variable. This study is expected to provide more insight into the factors that influence employee job satisfaction to continue to improve services in managing SP2D, as well as provide recommendations to reduce employee boredom while working at the Regional Finance and Asset Agency (BKAD) of the Riau Islands Province.

2. Literature review

2.1 The influence of motivation on job satisfaction

According to Sutrisno (2019), Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors. This attitude can be positive, which means that employees or members of the organization are satisfied, or negative, meaning that they are dissatisfied with all aspects of the work, such as the work situation, workload, rewards, and risks. When employees feel motivated at work, they tend to be more satisfied with their work. When an individual's efforts are recognized and appreciated, their job satisfaction can increase. Mangkunegara (2017) showed that work motivation positively affects job satisfaction. According to Syawal, Azis, and Faisal (2018), conducting research on work motivation and job satisfaction, the results of the study showed that work motivation has a positive effect on job satisfaction.
H1: Motivation has a direct influence on regional apparatus of job satisfaction.

2.2 The influence of organizational commitment on job satisfaction

Suparyadi (2015) conveys that organizational commitment is an attitude that shows more than just formal membership; it also includes an attitude of liking the organization or feeling satisfied with the organization, which creates a willingness to make high efforts for the interests of the organization to achieve goals. Organizational commitment is an important factor for companies. Organizations require employees to be committed to them. Employees with a high level of commitment tend to be loyal to their organizations. This is certainly beneficial for the organization because employees are the most important human resources that the organization must maintain. Research that is in line with this study, namely Prasetyo (2020) and Anggraini (2019), shows that organizational commitment has a significant effect on job satisfaction.
H2: There is a direct relationship between organizational commitment and job satisfaction in regional apparatus.

2.3 The effect of workload on performance

According to Koesmowidjojo (2017), workload is a collection or number of activities that an organizational unit must complete within a specified time. The number of tasks and responsibilities assigned to an employee causes the results to be less than optimal because employees have little time to complete many tasks. A high workload impacts job satisfaction. Excessive workload pressure can decrease employees' job satisfaction. An excessive workload decreases job satisfaction. This is in line with the research by Cahyani (2019) and (Kharisma, 2021) which states that workload has a positive and significant effect on job satisfaction.
H3: A direct relationship exists between workload and job satisfaction in regional apparatuses.

2.4 The influence of motivation on competence

According to Zwell's theory in Wibowo (2016), motivation is one of the factors that influences a person's competence. Competence or ability is inherent in a person's personality, innate since birth, and manifested in job actions. Motivation is one of the most important aspects of moving and increasing a person's creativity and ability to do a job and is always enthusiastic in carrying out existing work. Employees can perform their jobs well and achieve maximum results if they have high competence. The realization of high competence requires encouragement to bring enthusiasm to work, namely, work motivation. Motivation stimulates an increase in employees' abilities and competence. Research that is in line with this research, namely research on the relationship between work motivation and competence, has been conducted by Hendrawan, Nursaid, and Sanosra (2023) and Badaruddin, Masuan, and Dwijayati (2023). The results showed that Work Motivation had a significant effect on Employee Competence and a positive influence coefficient.

H4: There is a direct relationship between motivation and employee competence at the Regional Finance and Asset Agency (BKAD) in the Riau Islands Province.

2.5 The influence of organizational commitment on competence

Busro (2018) defines organizational commitment as a manifestation of a person's willingness, awareness and sincerity to be bound and always be in an organization which is described by the amount of effort, determination and belief in being able to achieve the vision and mission, and common goals. Competence is considered an individual's ability to carry out a job properly, which has advantages based on matters relating to knowledge, expertise, and attitude; therefore, the higher the competence of an employee, the higher their commitment. One of the factors that greatly influences an organization's progress in achieving its desired goals is building commitment among everyone in the company. This is in accordance with the results of research conducted by Bungin (2007) and Astuti and Mayasari (2021) Where the results of the study showed that Organizational Commitment partially has a significant positive effect on employee competence

H5: There is a direct relationship between organizational commitment and employee competence at the Regional Finance and Asset Agency (BKAD) of the Riau Islands Province.

2.6 The influence of workload on competence

According to Fitriani, FoEh, and Manafe (2022), workload is one of the factors that affect employee performance; workload is a collection or number of activities that an organizational unit must complete within a specified time. Thus, workload is defined as an activity that must be carried out in accordance with the responsibilities and authority given. Employees who have good competence and are competent in their field of work will be able to easily complete all workloads assigned to them. This is in accordance with the results of studies conducted by Dessler (2017) and Sugiono, Effendi, and Alwan (2021), where the results of the study did not find a significant influence between workload and competence. H6: There is a direct influence between workload and competence

2.7 The influence of motivation on job satisfaction mediated by competence

According to Widodo (2016), motivation is the power of a person that drives their behavior to take action, and the intensity of a person performing a task or achieving a goal shows the extent of their motivation. The relationship between motivation, competence, and job satisfaction is an important concept in the workplace. Motivation can affect a person's job satisfaction through the individual's competence in her work. In this case, competence can be interpreted as an employee's ability or knowledge in their field of work. Motivation can increase a person's competence because a motivated person tends to feel happy and enthusiastic about their work. Based on research conducted by Rakhmanita (2021) and Rolos, Sambul, and Rumawas (2018) the results of the study showed that there was a positive and significant influence between competence and job satisfaction through work motivation.

H7: There is an indirect influence of motivation on job satisfaction, as mediated by competence.

2.8 The influence of organizational commitment on job satisfaction mediated by competence

According to Kreitner and Kinicki (2014), organizational commitment is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to continue working in an organization. Organizational commitment, Competence and Job satisfaction are inseparable from an organization because an organization needs things that can motivate employees to work well and correctly so that the goals of the organization can be achieved and good results obtained. Research that is in line with this research is Based on the results of research that has been conducted by Junaidi (2021) The results of this study are that organizational commitment has a positive and significant effect on job satisfaction

H8: There is a direct indirect effect between organizational commitment and job satisfaction, mediated by competence.

2.9 The influence of workload on job satisfaction mediated by competence

According to Vanchapo (2020), workload is the number of processes or activities that a worker must complete within a certain time. If a worker can complete and adapt to a number of tasks given, then it does not become a workload. However, if the worker is unsuccessful, then the tasks and activities become a

workload. The workload of employees must be adjusted to their level of ability possessed by the employee, because if the worker's ability is higher than the demands of the job, boredom will arise, and vice versa, if the worker's ability is lower than the demands of the job, excessive fatigue will arise. This is in line with research by Nabawi (2019) and Zainuddin and Oktarida (2015) where the results of the study showed that there was no significant influence between workload and job satisfaction.

H9: There is a direct indirect influence between workload and job satisfaction, mediated by competence.

2.10 The influence of competence on job satisfaction

Miftachudin and Suhermin (2019) Job satisfaction is defined as a positive attitude towards the results of one's work and is something that is individual. Individuals with a high level of job satisfaction will have a positive value towards the job, while individuals with a low level of satisfaction or who are dissatisfied will have a negative value towards the job. The relationship between Competence and Job Satisfaction is that if an employee has a high level of competence because by having competence, satisfaction with their work will arise. Based on the results of the research conducted by P.N.K. Santi and Hamisah and Nawawi (2023) and Retnosasi, Indrayanti, Pramujiono, and Supriyanto (2021) found that there is a significant influence between competence and employee job satisfaction.

H10: There is a direct influence of competence on job satisfaction.

3. Research methodology

This study is a quantitative study using primary data, which is the answer to the questionnaire used. The quantitative approach can be interpreted as a research method based on the philosophy of positivism, used to research a certain population or sample, data collection using research instrument data, quantitative or statistical data analysis, with the aim of testing the established hypothesis (sugiyono, 2017).

The population in this study were all treasurers in all Regional Apparatus of the Riau Islands Province, totaling 43 Regional Apparatus consisting of Expenditure Treasurers, Assistant Expenditure Treasurers, Receipt Treasurers, and Assistant Receipt Treasurers. The sample was determined using the census sampling technique, which is a sample determination technique in which all members of the population are used as samples (sugiyono, 2017).

The data used in this study were primary data. The primary data in question are research data obtained directly from the first source, namely, employees of the Regional Finance and Asset Agency (BKAD) and employees of the Regional Apparatus in the Riau Islands Province. Primary data were collected through a survey using a questionnaire distribution media. The questionnaire distributed was closed-ended and could be filled in by the respondents themselves (self-administered). Data collection in this study used an instrument in the form of a questionnaire with a Likert Scale model with five categories: 1) strongly agree, 2) agree, 3) neutral, 4) disagree, and 5) strongly disagree. The limitation of the positive statement category is as follows: strongly agree with a weight of 5, agree with a weight of 4, undecided with a weight of 3, disagree with a weight of 2, and strongly disagree with a weight of 1. Conversely, negative statements were weighted with the opposite value. The distribution, filling in, and collection of this questionnaire took a long time, approximately 30 days in stages; therefore, the researcher collected the questionnaire in several stages. In this study, the author distributed the questionnaire to the research target by distributing the questionnaire link to employees of the Regional Finance and Asset Agency (BKAD) and employees of the Regional Apparatus in Riau Islands Province.

Table 2. Grid and Indicators

Variables	Indicators	Source
Performance (Y)	1. Psychological Factors 2. Social Factors 3. Physical Factors 4. Financial Factors	Edy Sutrisno , 2017
Competence (Z)	1. Skills 2. Knowledge 3. Social roles	Wibowo 2017

	4.	Self-image	
	5.	Attitude	
Motivation (X1)	1.	Psychological needs	
	2.	Safety needs	
	3.	Social needs	Ĥasibuan, 2017
	4.	Self-esteem needs	
	5.	Self-actualization needs	
Organizational Commitment (X2)	1.	Affective Commitment	
	2.	Continuing Commitment	Kreitner and Kinicki 2014
	3.	Normative Commitment	
Workload (X3)	1.	Working Conditions	
	2.	Time Usage	Koesomowidjojo, 2017
	3.	Targets to be Achieved	

The data analysis technique used in this study was partial least squares (PLS), which is a second-generation Multivariate Analysis using structural equation modeling (Structural Equation Model/SEM). PLS can be used for small sample sizes, and with a large sample size, it will be more capable of increasing the precision of the estimate. PLS does not require data distribution assumptions to be normal. The construct can use a reflective or formative model. The maximum number of indicators is also quite large, namely 1000.

4. Results and discussions
4.1 Measurement model (outer model)
The analysis of the measurement model (Outer Model) aims to evaluate the validity (accuracy) and reliability (reliability) of a construct of the variables being studied, namely, among others: (1) Convergent Validity (Convergent Validity / Average Variance Extracted / AVE), and (2) Discriminant Validity (Discriminant Validity).

4.1.1 Convergent Validity
Convergent validity refers to the extent to which a measurement is positively correlated with alternative measurements of the same construct. An indicator or statement item is considered valid or not based on the outer loading value of each item. If the outer loading value is >0.7, then an indicator is valid and vice versa if the outer loading value is <0.7, then the indicator is not valid (Bantilan, Sombilon, Regidor, Mondoyo, & Edig, 2024). The results of the outer model test showing the outer loading value using Smart PLS are shown in Figure 1 below:
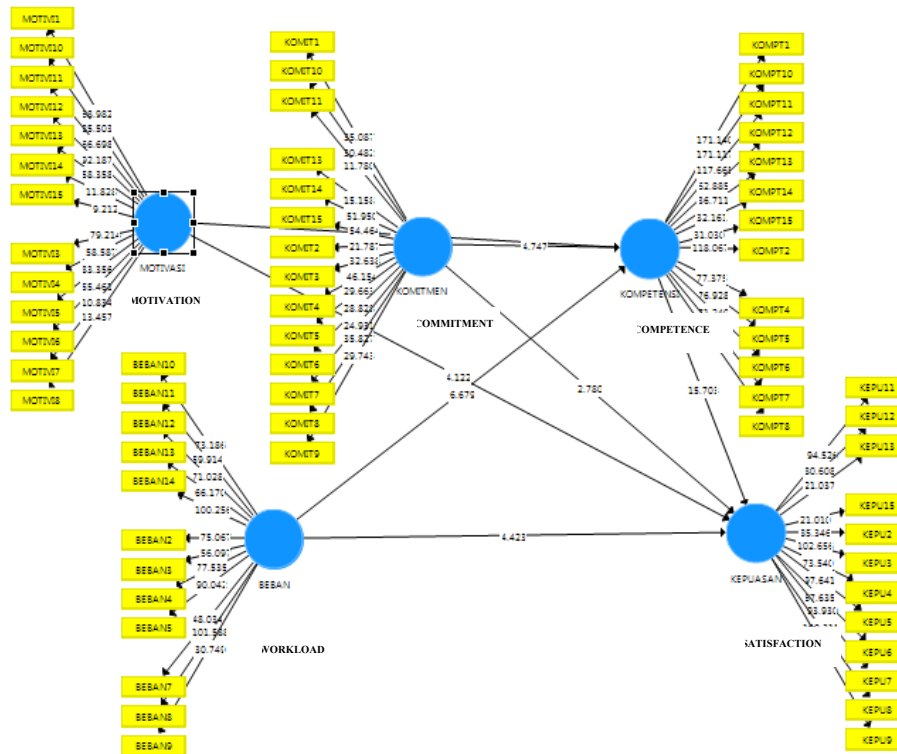
Figure 1. Outer Model Test Results

From the image above, it can be seen that all variables have a value greater than 0.7; therefore, they meet the criteria.

In addition, the convergent validity test was performed using the Average Variance Extracted (AVE) value. The variables in this study already had an AVE value > 0.5. The AVE values in the model are shown in Table 3.

Table 3. Average Variance Extracted (AVE)

Variables	AVE Value
(X1) Motivation	0.684
(X2) Organizational Commitment	0.686
(X3) Workload	0.712
(Z) Competence	0.720
(Y) Job Satisfaction	0.686

Source: Data processed with SmartPLS 4 (2024)

Thus, it can be concluded that, based on the outer loading and Average Variance Extracted (AVE) values, the research data met the requirements for convergent validity.

4.1.2 Discriminant validity

In discriminant validity, the cross-loading factor value is used, which is useful for knowing whether the construct has adequate discriminant, with the provision that the loading value on the intended construct is greater than the other values, and the standard value for each construct is greater than 0.7. The results are presented in Table 4.

Table 4. Outer Loading Values

	WORKLOAD	SATISFACTION	COMMITMENT	COMPETENCE	MOTIVATION
WORKLOAD 10	**0,917**				

	WORKLOAD	SATISFACTION	COMMITMENT	COMPETENCE	MOTIVATION
WORKLOAD 11	**0,892**				
WORKLOAD 12	**0,925**				
WORKLOAD 13	**0,920**				
WORKLOAD 14	**0,934**				
WORKLOAD 2	**0,913**				
WORKLOAD 3	**0,887**				
WORKLOAD 4	**0,931**				
WORKLOAD 5	**0,929**				
WORKLOAD 7	**0,869**				
WORKLOAD 8	**0,935**				
WORKLOAD 9	**0,844**				
SATIS11		**0,930**			
SATIS12		**0,918**			
SATIS13		**0,824**			
SATIS15		**0,816**			
SATIS2		**0,922**			
SATIS3		**0,933**			
SATIS4		**0,912**			
SATIS5		**0,933**			
SATIS6		**0,906**			
SATIS7		**0,932**			
SATIS8		**0,936**			
SATIS9		**0,912**			
COMMIT1			**0,875**		
COMMIT10			**0,853**		
COMMIT11			**0,721**		
COMMIT13			**0,716**		
COMMIT14			**0,902**		
COMMIT15			**0,896**		
COMMIT2			**0,835**		
COMMIT3			**0,884**		
COMMIT4			**0,896**		
COMMIT5			**0,857**		
COMMIT6			**0,806**		
COMMIT7			**0,814**		
COMMIT8			**0,853**		
COMMIT9			**0,852**		
COMPET1				**0,953**	
COMPET10				**0,952**	
COMPET11				**0,939**	
COMPET12				**0,918**	
COMPET13				**0,843**	
COMPET14				**0,887**	
COMPET15				**0,884**	
COMPET2				**0,941**	
COMPET4				**0,912**	

	WORKLOAD	SATISFACTION	COMMITMENT	COMPETENCE	MOTIVATION
COMPET5				0,904	
COMPET6				0,925	
COMPET7				0,843	
COMPET8				0,832	
MOTIVI1					0,918
MOTIVI10					0,939
MOTIVI11					0,923
MOTIVI12					0,942
MOTIVI13					0,907
MOTIVI14					0,730
MOTIVI15					0,764
MOTIVI3					0,937
MOTIVI4					0,916
MOTIVI5					0,943
MOTIVI6					0,902
MOTIVI7					0,717
MOTIVI8					0,744

Source: Data processed with SmartPLS 4 (2024)

The table shows that all items have a construct standard value of more than 0.7, and the loading value on all intended constructs is greater than the other values. This shows that all manifest variables are valid, can explain their latent variables, and have met the requirements of discriminant validity. The cross loading value exceeds 0.7, so there is no need for retesting (Herlina, Rumengan, & Indrawan, 2024).

4.2 Reliability Test
There are composite reliability and Cronbach's alpha in the reliability test. The reliability value of the indicators in a variable is tested using composite reliability and Cronbach's alpha. If the composite reliability and Cronbach's alpha values are > 0.7, then a variable can be said to meet the composite reliability and Cronbach's alpha. The composite reliability values of each variable are shown in Table 5.

Table 5. Composite Reliability Values

Variables	*Composite Reliability Value*
(X1) Motivation	0.969
(X2) Organizational Commitment	0.970
(X3) Workload	0.973
(Z) Competence	0.970
(Y) Job Satisfaction	0.967

Source: Data processed with SmartPLS 4 (2024)

The composite reliability value shown in the table above meets the requirements, namely, more than 0.7. Reliability testing is also seen from the Cronbach's alpha value presented in Table 6.

Table 6. Cronbach's Alpha value

Variables	*Composite Reliability Value*
(X1) Motivation	0.966
(X2) Organizational Commitment	0.967
(X3) Workload	0.968
(Z) Competence	0.967

(Y) Job Satisfaction	0.966

Source: Data processed with SmartPLS 4 (2024)

The Cronbach's alpha value in the table above is above 0.7, which proves that the measurements in this study are reliable.

4.3 Evaluation of Structural Model (Inner Model)
To observe the direct and indirect influence between variables, a structural model test or inner model evaluation was conducted. Starting by looking at The R-square value, model fit, path coefficient, and specific indirect effects were examined.

4.3.1 R-square value
The R Square or determinant coefficient value (the magnitude of the influence) and Q2 Predictive Relevance or how good the observation value is can be seen in Table 7 below:

Table 7. *R-Squares*

	R Square	R Square Adjusted
Competence (Z)	0,739	0,731
Job satisfaction (Y)	0,401	0,388

Source: Data processed with SmartPLS 4 (2024)

The table above shows that the R Square value of Competence (Z) is 0.731, meaning that the Competence variable (Z) is 73.1% influenced by Motivation (X1), Organizational Commitment (X2), and Workload (X3), while 26.9% is influenced by other factors outside the variables studied. The R Square value of Job Satisfaction (Y) is 0.388, meaning that the Job Satisfaction variable (Y) is 38.8% influenced by motivation (X1), Organizational Commitment (X2), workload (X3), and competence (Z), while 61.2% is influenced by other factors outside the variables studied. The R Square value of competence (Z) is 0.731, which is greater than 0.67, indicating that the model is good. The R Value of Job Satisfaction (Y) is 0.388, less than 0.67, meaning that the model is not good.

4.4 T-Statistic (Bootstrapping)
The bootstrapping method on SmartPLS 4 can be continued if the previous data meet the measurement requirements. The bootstrapping method is a new sampling procedure that repeatedly takes N new samples from the original data of size n, which is done for a new sample of taking sample points from the original data one by one up to n times with the taking (Ardha, Riwajanti, & Haris, 2023). The results of the t-statistics (bootstrapping) are presented in Table 8.

Table 8. *T-Statistics* (*Bootstrapping*)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
X1 -> Y	0,058	0,060	0,076	0,756	**0,450**
X2-> Y	-0,130	-0,133	0,049	2,651	**0,008**
X3)-> Y	0,230	0,232	0,056	4,143	**0,000**
X1 -> Z	0,316	0,314	0,080	3,966	**0,000**
X2 -> Z	0,299	0,307	0,064	4,678	**0,000**
X3 -> Z	0,429	0,431	0,061	7,065	**0,000**
Z -> Y	0,815	0,816	0,055	14,894	**0,000**
X1 -> Z -> Y	0,258	0,257	0,069	3,733	**0,000**
X2 -> Z-> Y	0,243	0,252	0,061	4,004	**0,000**
X3 -> Z -> Y	0,350	0,351	0,045	7,781	**0,000**

Source: Data processed with SmartPLS 4 (2024)

Based on the data analysis, the results of the hypothesis tests are as follows:

1. Motivation (X1) directly, but not significantly, influences job satisfaction (Y).
2. Organizational commitment (X2) directly and significantly influenced job satisfaction (Y).
3. Workload (X3) directly and significantly influenced job satisfaction (Y).
4. Motivation (X1) has a direct and significant influence on competence (Z).
5. Organizational commitment (X2) has a direct and significant influence on competence (Z).
6. Workload (X3) has a direct and significant influence on competence (Z).
7. Motivation (X1) indirectly and significantly influenced job satisfaction (Y) through competence (Z).
8. Organizational commitment (X2) indirectly influences job satisfaction (Y) through competence (Z).
9. Workload (X3) indirectly influences job satisfaction (Y) through the variable competence (Z).
10. Competence (Z) directly and significantly influenced job satisfaction (Y).

5. Conclusion

This study revealed that the Regional Finance and Asset Agency (BKAD of the Riau Islands Province) Motivation does not have a significant influence on job satisfaction, either directly. Although motivation has been given, such as appreciation and awards to employees who have achieved work. In addition, it is necessary to create policies to provide opportunities for employees to develop their careers, such as involving employees in PIM training. However, this is insufficient to influence employee motivation and increase job satisfaction. In contrast, Organizational Commitment has been shown to have a significant influence on job satisfaction, indicating that the facilities and compensation received by employees are the main factors in their decision to have a greater commitment to the organization. Employees are more likely to consider factors such as salary, benefits, and other compensation compared to the motivational aspect in deciding to carry out the work assigned. Competence, although formed from effective training and job placement that is in accordance with educational background, is also unable to be a significant link between Organizational Commitment and Job Satisfaction. This indicates that although competence can affect overall work, factors such as job satisfaction, career development opportunities, and comfortable working conditions have a greater influence on determining employees' intentions to continue working. Therefore, efforts to improve Job Satisfaction at the Regional Finance and Asset Agency (BKAD of the Riau Islands Province) may be more effective if focused on improving the quality of Organizational Commitment and improving other aspects that more directly affect employee satisfaction and welfare.

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