

The Effect of Competence and Workload on Employee Performance Mediated by Work Motivation

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ABSTRACT

This research aims to empirically test and prove the role of competency and workload on employee performance which is mediated by the work motivation of library employees at the Malang Raya Library and Archives Service. Theoretically, the results of this research are expected to enrich and complete the body of knowledge in the field of strategic management, so that it can be useful for academics and practitioners. This research is explanatory research that tests and explains research variables using a quantitative approach with survey methods and using the Structural Equation Modeling model with Partial Least Squares (SEM-PLS) version 4. The population in this research is library employees at the Malang Library and Archives Service Raya, numbering 50 people. The size or number of samples in this research was determined based on the theory developed by Slovin with a value of $e = 5\%$ so that a sample of 50 people was obtained. The results of this research show that employee competence has a direct positive impact on work motivation and employee performance. Work motivation also acts as a link between employee competence and performance. However, workload does not have a direct influence or through work motivation on employee performance. Therefore, it is necessary to focus on developing employee competency and efforts to increase work motivation to optimize employee performance, while managing workload effectively is also important for employee welfare.

1. INTRODUCTION

Bureaucratic reform is a new hope for the community to realize a transparent, accountable and efficient government. Quality and effective public services are one of the main goals of this reform. A good bureaucracy requires not only an efficient structure but also competent and dedicated human resources. The era of globalization presents its own challenges for organizations in increasing their competitiveness. Every organization is required to display excellent performance in various fields, especially those related to its stakeholders. This complex situation requires organizations to continue to adapt and be innovative in providing the best service for stakeholders.

The concept of performance has become an important research topic in a variety of fields, including management, psychology and other social sciences. Abraham Maslow, a well-known psychologist in the field of humanistic psychology, is known for his theory of the hierarchy of needs. Although his theory is better known in the context of human needs in general, the concepts proposed by Maslow can be applied in the understanding of human performance in the workplace.

Every organization must have a main goal that is the benchmark of organizational performance. The same is true for the Malang Raya Library and Archives Service which is a supporting element for the implementation of the Malang Raya Government. The Malang Raya Library and Archives Service has established the Main Performance Indicator (IKU) as a measure of the success of organizational performance. The performance achievements of the Malang Raya Library and Archives Service are as follows:

Table 1. Performance Achievements of the Malang Greater Library and Archives Service for the 2019-2021 Period

Strategic Goals	Performance Indicators	2019		2020		2021	
		Target	Realization	Target	Realization	Target	Realization
Increasing public interest in reading	Percentage of increase in interest in reading books at the Malang Raya Regional Public Library	18%	8%	18%	2,96%	19%	25%
Increased maintenance of archives and documentation of regional activities	Percentage increase in preserved archives and documentation of regional activities	18%	19,44%	14%	14%	18%	33,33%

Source: Malang Raya Library and Archives Service (2023, processed)

To find out the performance achievement target of the Malang Raya Library and Archives Service based on the percentage of increase in interest in reading books at the Malang Raya Regional Public Library, we can calculate what percentage has been achieved from the target for each year. First of all, we will calculate the percentage of realization of the target calculated from the amount of realization in year n divided by the number of target for year n multiplied by 100%, then in 2019 with a target of 18% realized by 8%, then the percentage of realization against the target in 2019 is 44.44%, in 2020 with a target of 18% realized by 2.96%, then the percentage of realization for 2020 is 16.44% and in 2021 with a target of 19% is realized by 25%, the percentage of realization in 2021 is 131.58%.

Some factors that may cause fluctuations and low performance in 2020 could include: The Covid-19 pandemic, changes in policies or priorities and the availability of

content/library materials as well as education and campaigns to increase reading interest may not be effective or less intensive in 2020 than in previous years. To improve future performance outcomes, it is important to analyze the exact causes of those fluctuations and identify strategies or actions that can be taken to address those challenges. In addition, user visits at three libraries in the Greater Malang area are one of the indicators or an overview of the public's interest in reading. The visitor data can provide an overview of the effectiveness of library performance and the potential for improvements that can be made. By using user visit data as one of the parameters, the Malang Raya Library and Archives Service can conduct evaluation and strategic planning to improve the performance and effectiveness of library services in the region. In addition, an in-depth analysis of the factors influencing the visit of the user is also important to determine the necessary improvement and innovation measures.

2. LITERATURE REVIEW

1) Competence

According to Alain D. Mitrani, Spencer and Spencer (in Dharma, 2006) stated that competence is "an underlying characteristic's of an individual which is causally related to criterion referenced effective and or superior performance in a job or situation". According to Yusmawati et al., (2022) competency is defined as basic abilities, experience, and skills that enable them to perform other jobs or tasks effectively and efficiently or in accordance with established work standards. The definition of competence is each person's capacity to work. One way to improve employee competence is by providing training or self-development. Hasyim et al. (2021) said that competence is a benchmark of an employee's ability which indicates a quality that exists in a person. Each employee has a different character according to what they have in themselves that is shown as their identity.

2) Workload

According to Rohman and Ichsan (2021), a workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time. The workload given to employees must be balanced with the competencies and abilities of the employees themselves, otherwise sooner or later it will cause problems that can interfere with the performance of the employees in the future.

3) Work Motivation

Winardi (2018) states that motivation is the result of a series of processes, both internal and external, that affect an individual, encouraging him to have an enthusiastic and enthusiastic attitude when carrying out certain activities. Motivation can be interpreted as the belief that positive experiences that increase enthusiasm and determination in achieving goals are the main drivers. If motivation is well managed, coordinated, and integrated with the implementation of goals, then it will have a positive impact. As conveyed by Anggraini (2022), all activities will run more efficiently and effectively if driven by strong motivation.

4) Performance

Employee performance refers to the work results of individuals who are assessed based on various aspects, including quality, quantity, working time, and the ability to work with others in achieving goals that have been set by the organization (Sutrisno, 2019). Performance refers to the results of a process that is measured and evaluated over a certain period of time, according to predetermined terms or agreements (Amstrong, in Edison, 2018).

3. RESEARCH METHODS

This study uses a type of quantitative research, which is a type of research that emphasizes testing theories through the measurement of research variables with numbers and requires data analysis with statistical procedures. The approach of this research is explanatory research. The subject in this study is ASN at the Malang Raya Library and Archives Service. The object of this study is to examine the relationship between competence and workload on employee performance mediated by work motivation.

The location of this research is in three libraries in the Government of Malang Raya, including: 1) The Regional Library of the Government of Malang Regency is located at Jl. Panglima Sudirman Number 19, Ngadilangkung Village, Kepanjen District, Malang Raya, East Java. 2) The Malang City Government Regional Library is located at Jl. Besar Ijen No. 30A, Oro-oro Doowo Village, Klojen District, Malang City. 3) The Batu City Government Regional Library is located at Jl. Kartini No. 14, Ngaglik Village, Batu District, Batu City.

The population in this study is all civil servants in the Malang Raya Library and Archives Service which totals 50 people. The sampling technique in this study is Total Sampling. The sample or n used as a respondent in this study is as many as 50 people. The analysis techniques used in this study are descriptive statistics and inferential statistical analysis.

4. RESULTS AND DISCUSSION

Results

The outer model can be aligned with the test of the research instrument when using SPSS. A good outer model is said to have fulfilled the Goodness of Fit, namely reliability and validity. The measurement models in question include: (1) Cronbach's Alpha, (2) Composite Reliability, and (3) AVE (Average Variance Extracted).

Cronbach's Alpha is a magnitude of at least 0.7, while ideally it is 0.8 or 0.9. The following table displays the Cronbach's Alpha values obtained from the calculations.

Table 2. Cronbach's Alpha Values

Variable	Cronbach's Alpha
Competencies (x1)	0.918
Workload (x2)	0.932
Motivation (Z)	0.902
Performance (Y)	0.930

Source: data processed with the SmartPLS application, 2024

Table 2 shows that the Cronbach's Alpha value of the four research variables is all greater than 0.7, even the four variables are above 0.9. Thus, it can be said that research instruments are reliable.

Composite Reliability can also be used to test reliability. The interpretation value is the same as the quantity in measuring Cronbach's Alpha, namely the minimum value is 0.7 while the ideal is 0.8.

Tabel 3. Nilai Composite Reliability

Variable	Composite Reliability
Competencies (x1)	0.935
Workload (x2)	0.942
Motivation (Z)	0.932
Performance (Y)	0.942

Source: data processed with the SmartPLS application, 2024

Table 3 shows that the Composite Reliability values of the four research variables are all greater than 0.7, even all variables are above 0.9. Thus, it can be said that the research instrument is reliable.

The expected AVE value > 0.5 . This value describes sufficient convergent validity which means that one latent variable is able to explain more than half of the variants of its indicators in the mean. The following table 4 shows the AVE values obtained from the calculation results.

Tabel 4. Nilai Average Variance Extracted

Variable	Average Variance Extracted
Competencies (x1)	0.673
Workload (x2)	0.598
Motivation (Z)	0.774
Performance (Y)	0.643

Source: data processed with the SmartPLS application, 2024

Table 4 shows the magnitude of the AVE values of the four research variables, each greater than 0.5 or P Values (probability values) less than 0.05. The table above shows that even the AVE values of the four variables generally exceed 0.7. Although according to Eko Hertanto (2019), choosing a original sample that exceeds a value of 0.5 or based on a probability value of alpha less than five percent is optional, meaning it can be based on the value of one of them. Because the alpha probability values of the four research variables are also all less than 0.05, it can be said that the research instrument is valid (convergent validity).

The inner model is the relationship between latent variables and other latent variables. The Inner Model obtained from the results of data processing with SmartPLS is shown in the following figure:

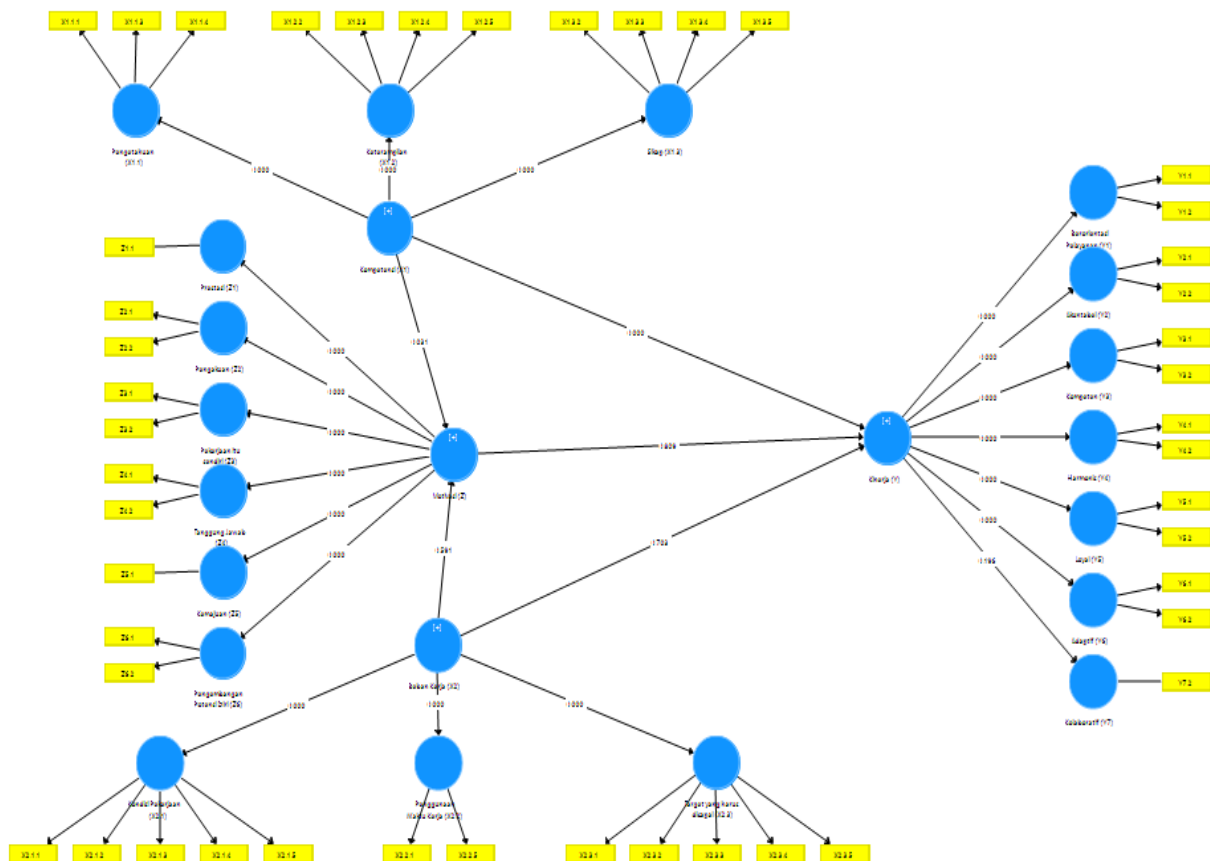


Figure 1. Inner model

There are several sizes in the inner model, including the R-Square. The following R-Square values obtained from the results of data processing with PLS, are as follows:

Tabel 5. R-Square

Variable	R Square	R Square Adjusted
Motivation (Z)	0.283 (R1)	0.252
Performance (Y)	0.908 (R2)	0.902

Source: data processed with the SmartPLS application, 2024

As previously explained, this study analyzes four variables, namely competency (X1), workload (X2), motivation (Z), and performance (Y). Equation 1 (R1), which is the influence of (X1) and (X2) on (Z). Meanwhile, equation 2 (R2), namely the influence of (X1), (X2), and (Z) on (Y).

Table 5.16 shows that the R-Square value for the competency variable is 0.283. The R-Square value shows that 28.3% of the work motivation variables (Z) can be influenced by competence (X1) and workload (X2), while the remaining 71.7% are influenced by other variables outside the studied.

Table 5.16 shows a performance R-Square value of 0.908 or 90.8%. This shows that performance (Y) is influenced by competence (X1), workload (X2), and motivation (Z) on performance (Y) by 90.8%, while the remaining 9.2% is influenced by other variables outside the studied.

Hypothesis 1 to hypothesis 5 are tested by looking at the direct influence between variables. Meanwhile, hypothesis 6 and hypothesis 7 were tested by looking at the indirect influence as a role of motivational mediating variables. The following table lists the t-significance values of each variable relationship directly (path coefficients).

Table 6. Direct Effect Hypothesis Test

No	Variable Relationship	T Statistics (t-calculate)	P Value	Results
1	Competence in Work Motivation	2.135	0.033	Hypothesis 1 accepted
2	Workload on Work Motivation	0.547	0.585	Hypothesis 2 rejected
3	Competency in Employee Performance	4.337	0.000	Hipotesis 3 Accepted
4	Workload on Employee Performance	0.353	0.724	Hypothesis 4 rejected
5	Motivation for Employee Performance	3.914	0.000	Hypothesis 5 accepted

Source: data processed with the Smart PLS 2024 application

Table 7. Indirect Effects Hypothesis Test

No	Variable Relationship	T Statistics (t-calculate)	P Value	Results
1	Competence mediated by Work Motivation on Employee Performance	4.313	0.000	Hypothesis 6 accepted
2	Workload mediated by Work Motivation to Employee Performance	1.260	0.208	Hypothesis 7 rejected

Source: data processed with the Smart PLS 2024 application

Discussion

1) The Effect of Competence on the Work Motivation of Library Employees at the Malang Raya Library and Archives Service

The combination of a high level of competence and work motivation among employees can make a significant contribution to the productivity and effectiveness of the organization. Employees who feel competent and motivated tend to perform better, take initiative, and can better overcome challenges. Conducting a comparative study to the Yogyakarta City Library and Archives Office, which won the national best title in the field of libraries, provides opportunities for employees to improve their competence. With increased competence, employees are given new responsibilities or more challenging projects. This new responsibility is a powerful intrinsic motivator, as it

provides an opportunity to apply newly acquired knowledge and skills. Increasing competence also has a positive impact on the achievement of orderly targets and progress in the library sector so that it can increase the work motivation of library employees at the Malang Raya Library and Archives Service.

2) The Effect of Workload on the Work Motivation of Library Employees at the Malang Raya Library and Archives Service

Employees with a workload level are expected to make a significant contribution to work motivation. Therefore, it is necessary to pay attention to the welfare of employees so that the high level of workload does not negatively impact their mental health and performance. Implementing a workload management strategy and continuing to encourage positive work motivation can help create a balanced and productive work environment. From the results of hypothesis 2 analysis, it was found that the workload did not have a significant effect on the motivation of employees of the Malang Raya Library and Archives Service. A negative Path Coefficient value (-0.130) indicates a negative relationship between workload and employee motivation. Although this value is small, a negative sign indicates that the higher the workload, the lower the employee's motivation. In this case, the increased workload is not able to encourage an increase in employee motivation, and may even have a negative impact on that motivation. However, a small score indicates that the impact of workload on employee motivation is relatively low.

3) The Effect of Competence on the Performance of Library Employees at the Malang Raya Library and Archives Service

The agency identified the need for improvements in reference services to meet the increasingly complex demands of users. Library staff receive additional training in the field of reference services, including a deeper understanding of information literacy and the ability to use electronic information resources. Employees who participated in this training applied their new knowledge in providing more effective and responsive referral services. The results of the evaluation showed a positive improvement in the quality of referral services provided by employees who participated in the training, such as improvements in helping users find relevant sources of information and providing more personalized assistance. The improvement of competence in reference services directly contributes to the improvement of employee performance, which is reflected in user satisfaction and the overall effectiveness of library services. The development of librarians' competencies at the Malang Raya Library and Archives Service is one of them included in the training carried out by the National Library of the Republic of Indonesia. The National Library of the Republic of Indonesia Education and Training Center plans and develops a curriculum that is appropriate and needed by librarians, namely functional training in the field of librarians and technical training in the field of librarianship. Librarians who are appointed through the inpassing route who do not have a background in library science education are required to take part in technical training in library management as a condition in order to continue to get the functional position

of librarian. The increase in competence resulting from training can contribute to improving librarians' performance. They can be more effective in managing the library, providing better services, and adapting to changes in the library environment. Thus, participation in training is not only a means of competency development, but also an investment in improving librarians' performance, in line with the demands and changes in the world of librarians.

4) The Effect of Workload on the Performance of Library Employees at the Malang Raya Library and Archives Service

The path coefficient result of -0.080 indicates a negative relationship between workload and employee performance. This value, although small, indicates that the higher the workload, the lower the employee's performance. So that workload is considered an independent variable that is not significant in improving performance. This provides an interesting picture of the balance between workload levels and employee performance. Although the workload level is high, the performance level is still high, but the existence of a negative relationship provides an understanding that it is necessary to make efforts to manage the workload so as not to have a negative impact on employee performance. A negative relationship between workload and performance indicates that some employees may experience stress or fatigue in carrying out daily tasks. For example, the demands of ensuring collections stay organized, serve visitors well, and be responsive to technological changes can create additional pressures.

5) The Effect of Work Motivation on the Performance of Library Employees at the Malang Raya Library and Archives Service

This agency implements a superior service program with a focus on service efficiency, improving accessibility, and collection quality. Employees are motivated to be actively involved in the implementation of this program through recognition of best performance, competency improvement, and career development opportunities. Well-motivated employees show better performance in providing responsive, innovative, and quality services to the community. This service has succeeded in increasing the level of public satisfaction with library and archive services. This improvement in service quality then reflects the achievement of the organization's goals in providing better access to information to the public.

6) The Effect of Competence on Employee Performance Mediated by the Work Motivation of Library Employees at the Malang Raya Library and Archives Service

Librarians in the Service are given the task of fostering areas spread across all sub-districts in the Greater Malang Government area. The coaching concentrated on village libraries and elementary and junior high school libraries in each sub-district. Coaching activities are in the form of assistance to village libraries and school libraries, accreditation assistance, basic computer and internet training for library managers and so on. For this reason, librarians must be able to develop their competencies to support

these coaching activities. As responsibility for its performance, librarians make a report on the results of the work given to the Head of the Malang Raya Library and Archives Service. Here communication skills, analysis, planning, management and other skills will be honed with these tasks. This strategy not only contributes to the development of librarians' competence, but also strengthens the role of libraries in supporting education and knowledge at the local level, in line with the vision and mission of library services in Malang Raya.

7) The Effect of Workload on Employee Performance Mediated by the Work Motivation of Library Employees at the Malang Raya Library and Archives Service

The results of the descriptive analysis show that overall, based on the average score for Workload (3.58), employees are considered to have a high level of workload. This suggests that they may be facing complex, numerous, or demanding tasks or responsibilities that require extra effort. Despite having a high level of workload, the average score for Employee Performance (3.98) indicates that the employees in the sample have a high level of performance. This indicates that they have a strong internal drive to achieve their goals and contribute to the maximum. However, a path coefficient result of -0.080 indicates a negative relationship between workload and employee performance. This value, although small, indicates that the higher the workload, the lower the employee's performance. The results of the study show that a high workload does not directly improve employee performance, but high work motivation can help overcome the negative impact of workload, so that employee performance becomes better. This can mean that work motivation has an important role in changing the perception and response of employees to the workload, so that their performance remains optimal or even improved.

5. CONCLUSION

Based on the formulation of the problem, research objectives, research hypothesis, data analysis, and discussion that have been explained in the results and discussion, the researcher reached several conclusions as follows: Competence makes a full and beneficial contribution to work motivation. Workload contributes but not fully to work motivation. Competence makes a full and beneficial contribution to employee performance. Workload contributes but not fully to employee performance. Work motivation makes a full and beneficial contribution to employee performance. Competence makes a full and beneficial contribution to employee performance mediated by work motivation. And workload contributes but not fully to employee performance mediated by work motivation.

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