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The Role of Motivation Work on Competence Work, Workload and Discipline Work on Work Performance in Kepulauan Riau Province

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Abstract: This study aims to examine, analyze, and empirically demonstrate the influence of Competence (X1), Workload (X2), and Discipline (X3) on Work Performance (Y) in Kepulauan Riau Province Government with Motivation (Z) as a mediating variable. The sample size consisted of 317 employees in the Kepulauan Riau Province Government. The results of this study indicate that there is a direct influence of Competence on Work Performance, but it does not have a significant influence on Motivation. Workload does not have a significant influence on Work Performance but has a significant influence on Motivation. Discipline has a significant influence on Work Performance and has a significant influence on Motivation. Meanwhile, Motivation has a significant influence on Work Performance. Motivation cannot mediate between Competence and Work Performance. The indirect influence of Motivation cannot mediate between Competence and Work Performance. Motivation can mediate between Workload and Work Performance. Motivation can mediate between Discipline and Work Performance. This study is expected to provide an appropriate workload, increase motivation and work discipline, and continue to develop employee competencies that will have a positive impact on improving employee performance.

Keywords: Competence, Discipline, Motivation, Workload, Work Performance.

INTRODUCTION

In today's fast-paced work environment, employees are required to be able to complete their work quickly, precisely, and efficiently (Dianita et al., 2024). Employees make an important contribution in improving employee performance (Sadikoglu, 2010) The progress and quality of an organization's achievements are highly dependent on qualified, productive, and competent employees in order to produce optimal employee performance. A number of efforts to improve employee performance in an organization are considered the most fundamental management challenge. According to Thi Nong et al. (2024) stated that employees with high performance tend to be more productive because they complete tasks efficiently, on time with good results.

Based on the Riau Islands Governor Regulation Number 48 of 2023 concerning Performance Management of State Civil Apparatus Employees in the Regional Government Environment which has the intention as a guideline in managing the performance of State Civil Apparatus (ASN) employees within the regional government with the aim of improving the quality and capacity of employee performance and increasing the achievement of organizational performance. Employee Performance Planning begins with the preparation and determination of Employee Performance Targets (SKP). Employee Performance Targets (SKP) are performance expectations that will be achieved by employees every year. In the process of preparing SKP, leaders and employees conduct performance dialogue to determine and clarify expectations referring to one of the performance agreements of the organization / work unit of each employee and the competencies, expertise and skills possessed by employees. Performance Expectations are expectations of work results and employee work behavior for one performance year. Employee work behavior standards consist of service-oriented, accountable by carrying out tasks honestly and responsibly as well as discipline and high integrity, competent by increasing self-competence in responding to ever-changing challenges, harmonious, loyal, adaptive, and collaborative. Employee Performance Appraisal is carried out by performance appraisal officials by evaluating employee performance. Employee performance evaluation is carried out on employee work results and work behavior. Employee performance evaluation consists of monthly employee performance evaluation and annual employee performance evaluation. Furthermore, this performance evaluation will serve as a reference for determining the achievement of monthly and annual organizational performance. The Riau Islands Provincial Government in managing employee performance through an employee performance application called the Employee Management Information System (SIMANJA). This employee performance application contains the process flow and format of employee performance management. Every ASN employee is required to input annual work plans, monthly and daily achievements in the employee performance system. In reality, the current employee performance assessment still has several employees who do not enter annual and monthly SKP data in the SIMANJA application so that monthly and annual employee performance assessment evaluations cannot be carried out. In addition, employees also do not realize the importance of self-development and workplace learning through work competencies. They also lack work discipline at work because there are still employees who do not comply with established regulations. Furthermore, there are still other driving factors, such as workload and work motivation, which affect employee performance improvement.

Previous research Deswira & Johanes Lo (2023) analyzing the improvement of BUMN employee performance through training, competence, and employee motivation explained that competence drives employee performance achievement. Based on the results of research by Sholeha & Priyanti (2024), it shows that there are 17 respondents who have good competence with good nursing performance. This is because good competence indicates that nurses have in-depth knowledge, skills and understanding in carrying out the tasks required in their work, so that it can enable nurses to complete tasks more efficiently and effectively. And with good competence, there are 7 respondents who have poor nursing performance, because even though they have good competence, the job roles or responsibilities they carry out are not in accordance with their strengths or interests, which can result in poor performance even though nurses at RSI Siti Aisyah Madiun already have good competence. According to research by Dameria Muhani et al. (2024) state that the Workload Variable shows a positive and significant influence on employee performance at the Ministry of Industry's Chemical and Packaging Center, based on the results of multiple linear regression tests with a value of 0.181 or 18.1%. What can be concluded is that the workload factor needs to be reconsidered, especially in working conditions where the current number of employees still has the lowest average of 3.72, which

means that the workload has not been balanced with the available human resources. Deswira & Johanes Lo (2023) which states that competence is proven to encourage the achievement of motivation. This is because Management Center (AMC) staff generally have good skills and knowledge. Employee skills and knowledge can facilitate the implementation of tasks and work assigned to employees so that work targets can be completed on time and directly increase motivation. Research from Mushabe et al. (2022) has emphasized that workload as a motivator and measure of employee performance in higher education is not relevant, confirming the hypothesis that lecturer workload can be used as a human resource motivator and performance measure in higher education based on literature evidence generated in various sectors. Barriga Medina et al. (2024) point out that it is necessary to consider the motivation of educators and how they have or are trying to improve the meaning of their lives, given the impact these factors have on their effort and quality of performance. According to Oron-Gilad et al. (2008) that in their research provide preliminary evidence that there is not always a significant relationship between performance and workload. Poor performance is not always associated with higher workload, or vice versa.

Based on the above problems, this study wants to prove that the influence of the variables of Work Competence, Workload, and Work Discipline on Employee Performance through Work Motivation as a mediating variable on employees in the Riau Islands Provincial Government. This study chose a research location in the Riau Islands Provincial Government because based on a survey/questionnaire of employees in the Riau Islands Provincial Government Environment.

METHOD

This research method is hypothesis testing research that explains phenomena in the form of relationships between variables. Based on the research objectives, this research can be classified as basic, pure, fundamental research, which is a type of research related to solving theoretical problems. Based on the characteristics of the problem, this research can be categorized as causal-comparative research and descriptive research.

The population used in this study is Civil Servants in the Riau Islands Provincial Government, with a target population of all Civil Servants other than Educators and Primary High Leadership Officials totaling 2800 people. The sample to be used is 317 civil servants who work in the Riau Islands Provincial Government. The sample size was obtained using a calculation through a sample size calculator based on the Slovin formula. With a Convident Level value of 95%, Margin of Error 5% and Population Propotion 50%. The questionnaire will be converted to Google Form to facilitate research. The type of questionnaire used is closed so that respondents only have to choose answers directly. Furthermore, the data that has been collected will be analyzed with data analysis techniques using the Smart PLS 3.0 application by testing data validity, data reliability, model feasibility test, hypothesis testing, determination coefficient test, and predictive relevance test.

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the data collected from 317 respondents, 153 respondents or 48.3% of respondents were male and 164 respondents or 51.7% of respondents were female. So, it can be concluded that there are more female respondents than men in this study. Data based on the latest education, as many as 18 respondents or 11.7% of respondents who have a high school (SMA) education background are equivalent, 20 respondents or 6.3% of respondents who have a Diploma 3 (D-3) education background, 216 respondents or 68.1% of respondents who have a Strata 1 (S-1) education background are equivalent, 60 respondents or 18.9% of respondents who have a Strata 2 (S-2) education background and 3 respondents or 0.9% of respondents who

have a Strata 3 (S-3) education background. Data based on age, as many as 85 respondents or 26.8% of respondents aged 20-30 years, 112 respondents or 35.3% aged 31-40 years, 101 respondents or 31.9% of respondents aged 41-50 years and 19 respondents or 6% of respondents aged 50 years and over. Data on length of work, as many as 59 respondents or 18.6% of respondents who were < 5 years old, 87 respondents or 27.4% who were 5-10 years old, 139 respondents or 43.8% of respondents who were 11-20 years old and 32 respondents or 10.1% of respondents who were > 20 years old.

Table 1. Constructs Reliability and Validity Values

No	Variables	Outer Loadings	AVE	Composite Reliability	Cronbach's alpha
1	*Work Competency (X1)*		**0,720**	**0,911**	**0,870**
	CW1	**0,873**			
	CW2	**0,868**			
	CW3	**0,860**			
	CW4	**0,791**			
2	*Work Load (X2)*		**0,630**	**0,872**	**0,840**
	WL1	**0,818**			
	WL2	**0,831**			
	WL3	**0,793**			
	WL4	**0,730**			
3	*Work Discipline (X3)*		**0,681**	**0,914**	**0,882**
	DW1	**0,742**			
	DW2	**0,829**			
	DW3	**0,847**			
	DW4	**0,845**			
	DW5	**0,858**			
4	*Work Motivation (Y)*		**0,621**	**0,891**	**0,846**
	MW1	**0,837**			
	MW2	**0,800**			
	MW3	**0,820**			
	MW4	**0,769**			
5	*Employee Performance (Z)*		**0,651**	**0,882**	**0,822**
	WP1	**0,731**			
	WP2	**0,732**			
	WP3	**0,835**			
	WP4	**0,867**			
	WP5	**0,765**			

Source: Results of data processing with PLS (2025)

Validity Test Results

The results showed that all variables tested were declared valid. The *Work Competency* variable shows an AVE value of 0.720 which is declared valid because the AVE value is above 0.5. *The Workload* variable shows an AVE value of 0.630 which is declared valid because the AVE value is above 0.5. *The Disicpline* variable shows an AVE value of 0.681 which is declared valid because the AVE value is above 0.5. *The Work Motivation* Variable shows an AVE value of 0.621 declared valid because the AVE value is above 0.5 and the *Employee Performance* Variable shows an AVE value of 0.651 declared valid because the AVE value is above 0.5.

From the data contained in the table above, it can be seen that the *Average Variance Extracted* (AVE) value on all research variables is> 0.50. So it can be interpreted that all indicators owned by each variable in this study are included in the **valid** category.

Reliability Test Results

Composite Reliability is a group of indicators that measure a variable that has reliability in PLS which shows the accuracy, consistency of the accuracy of a measuring instrument in making measurements. If the composite reliability has a value of more than> 0.70, it can be concluded that it has a good reliability value.

The Competency Variable shows a reliability value of 0.911, the Workload Variable shows a reliability value of 0.872, the Work Discipline Variable shows a reliability value of 0.914, the Work Motivation Variable shows a reliability value of 0.891 and the Employee Performance Variable shows a reliability value of 0.882, it is stated that all variables have a good reliability value because the reliability value is above 0.7. Based on the data above, it can be seen that all indicators of each variable in this study are able to accurately, consistently and precisely make measurements **(reliable).**

Model Feasibility Test Results

Table 2. Goodness of Fit Model Test Result

Variables	AVE	R^2Adjust
Work Competency (X1)	**0,720**	
Work Load (X2)	**0,630**	
Work Discipline (X3)	**0,681**	
Work Motivation (Y)	**0,621**	**0,739**
Employee Performance (Z)	**0,651**	**0,576**
Mean Score	**0,660**	**0,657**
AVE × R^2		**0,416**
GoF = √(AVE×R^2)		**0,644**
Q-Square (Q^2) = 1 - [(1 - $R^{(2)}$ 1) x (1 - $R^{(2)\,2}$)]		**0,889**

Source: Results of data processing with PLS (2025)

Coefficients of determination **(R-Square R^2Adjust)**

Based on the table above, it can be seen that the *Adjusted* R^2value for the *Work Motivation* variable is 0.739 or 73.9%, and the *Adjusted* $R^2$for the *Employee Performance* variable is 0.576 or 57.6%. So it can be concluded that the relationship between these variables is included in the Strong category. To calculate the combined contribution of AVE and R^2, we can use the AVE × R^2 value. For *Work Motivation*, the AVE × R^2 value is 0.621 × 0.739 = 0.458, while for *Employee Performance*, the result is 0.651 × 0.576 = 0.374. The average of these AVE × R^2 calculation results is 0.416, which gives an indication of the strength of the relationship between the construct and the dependent variable. In addition, to assess the overall *Goodness of Fit* (GoF) of the model, the square root of the average AVE × R^2 was calculated, which resulted in a GoF value of 0.644. This value indicates that the model has a fairly good fit in explaining the relationship between variables (R. L. S. Putri et al., 2024). The model **shows predictive accuracy**.

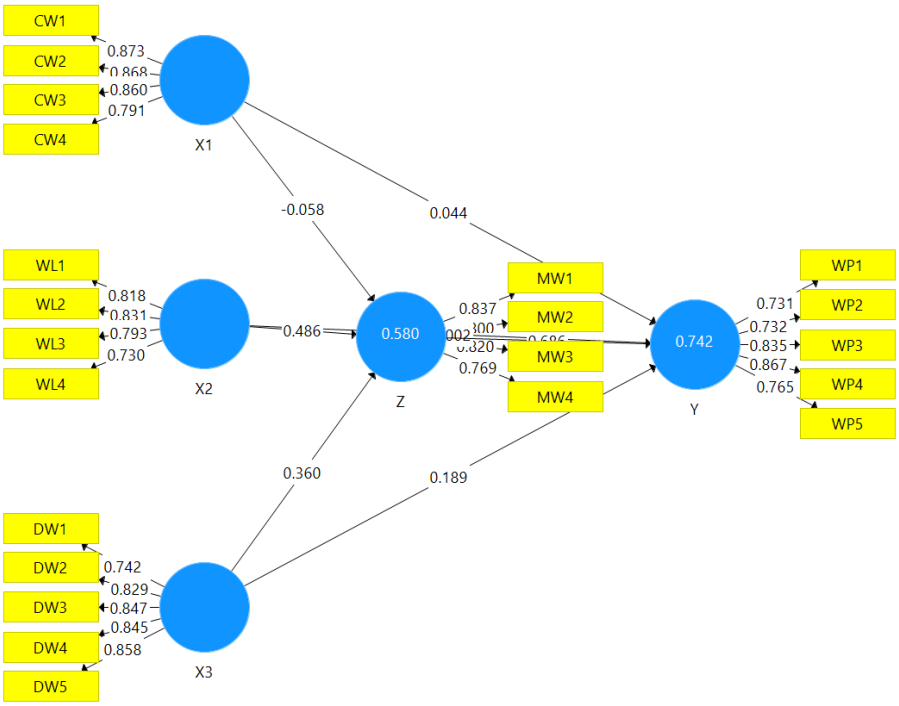
Predictive Relevance **(Q-Square Q^2)**

Predictive Relevance Q^2measures how well the observed values are generated by the model as well as the estimated parameters. If the Q^2value > 0 indicates the model has predictive relevance, otherwise if the Q^2value < 0 indicates the model lacks predictive relevance. In

general, there are three assessment categories related to Q^2,namely, $Q^{(2)} > 0$.35 = strong, $Q^{(2)} < 0$.35 = medium, and $Q^{(2)} < 0$.15 = weak.

The calculation results also show a Q^2value of 0.889, which means that 88.9% of the variation in this study can be explained by this research model, while the remaining 11.1% is influenced by other factors outside this model. Based on these results, it can be concluded that this research model has a very good fit because it is close to 100%. the model **has predictive relevance**.

Figure 2 Testing Model



Source: Results of data processing with PLS Ouput Inner Model PLS (2025)

Direct Effect Hypothesis Testing

Table 3. Results of Path Coefficients

No.	Variables	P-Values	T-Statistic	Description
1	Work Competency (X1) > Employee Performance (Y)	0.600	0.524	Not Significant
2	Work Competency (X1) > Work Motivation (Z)	0.678	0.416	Not Significant
3	Workload (X2) > Employee Performance (Y)	0.984	0.021	Not Significant
4	Workload (X2) > Work Motivation (Z)	0.000	3.697	Significant
5	Work Discipline (X3) > Employee Performance (Y)	0.010	2.589	Significant
6	Work Discipline (X3) > Work Motivation (Z)	0.000	3.719	Significant
7	Work Motivation (Z) > Employee Performance (Y)	0.000	13.103	Significant

Source: Results of data processing with PLS (2025)

Competence has no effect on Work Performance (X1>Y)

Based on the research results, the Competency variable has no influence on the Employee Performance variable. The higher the competence possessed by employees, it does not affect employee performance within the Riau Islands provincial government. This means that the level of work competence based on the characteristics of age and length of work and education level has no significant effect on performance (Qomari & Claudia, 2023). This proves that competence does not directly affect performance but must be mediated by other variables or moderated by other variables (Rulianto et al., 2023).

The results of this study are inconsistent with the research of Thi Nong et al. (2024), Waris (2015) and Alkhalaileh et al. (2024) which state that Competence has a positive influence on performance. Supported by Nguyen (2020) is research that Organizations benefit from the use of competencies because it gives them better and more sophisticated ways to manage, measure, and improve employee quality. The implication of this research is that competence, which is defined as skills and education levels, has no impact on performance because employees have an awareness of achieving organizational goals and objectives which will have an impact on the achievement of organizational performance. This is also supported by the characteristics of respondents who filled out questionnaires with the highest level of undergraduate education and at the level of executive or staff positions that do not require a high level of education or certain criteria because they are still at the lower level in the organization.

Work Competence has no effect on Work Motivation (X1>Z)

Based on the research results, the Competency variable has no influence on the Work Motivation variable. The better the competence possessed by employees, it will not affect work motivation. The results of this study are in line with the research of Puji Astuti & Marlina Kurnia (2020) which states that the competence possessed by each employee is indeed different and specific to each individual, so it is necessary to explore other factors that can improve employee competence in increasing motivation. This research is not in line with the theory of organizational behavior put forward by Robbins (2015) which states that basic or input factors such as competence will shape processes such as motivation. Fan (2022) research which states that the important role of competence on work motivation. Wardhani et al. (2024), Sholeha & Priyanti (2024), Wahyuni & Budiono (2022) and Thai et al. (2024) said that there is a significant positive effect of Competence on Work Motivation. The implication of this research is that employees who often do the same job can experience boredom so that motivation does not increase even though competence increases. Boredom in a monotonous workplace can lead to not increasing employee performance.

Workload has no effect on Employee Performance (X2>Y)

Based on the results of the research, the workload variable has no influence on the employee performance variable. This shows that if the workload increases or decreases it will not affect employee performance (Wulandari et al., 2022). This result is inconsistent with the research of Liu et al. (2024) which states that there is an effect of workload on performance by modifying several aspects of other additional indicators. Kobis et al. (2023) and Kadek et al. (2024) which proves that workload has a positive and significant effect on employee performance and research by Mushabe et al. (2022) which states that the use of workload as a human resource motivator for employee performance measures, The reason why workload has no effect on employee performance is that employees who have sufficient expertise and work experience are able to manage high workloads without reducing their performance and are able to adjust to job demands. In addition, the support of a conducive work environment among fellow employees can ease the workload such as an even and balanced division of tasks.

Workload affects Work Motivation (X2>Z)

Based on the results of the research, workload variables have an influence on work motivation variables. These results are in line with the research of Rivera-Flor et al. (2019) and research by Mushabe et al. (2022) there is an influence of workload on Work Motivation, but not in line with research Sugiarti (2024) which shows that there is a negative relationship between workload and employee work motivation. The reason workload affects Work Motivation is that the greater the workload that must be borne, the greater the potential for a decrease in work motivation because employees can feel fatigue, stress, and discomfort in carrying out work. However, if the workload is given proportionally and in accordance with capacity, this can actually increase work motivation because employees feel capable and motivated to complete their work well.

Work Discipline affects Employee Performance (X3>Y)

Based on research, the Workload variable has an influence on the Work Motivation variable. This result is in line with the research of Malik et al. (2024), Dameria Muhani et al. (2024) and Izzah (2024) which state in conclusion that work discipline has a positive influence on employee performance. The reason why work discipline affects employee performance is that disciplined employees tend to obey the rules, be on time, be responsible, and focus on work, so that work results are optimal. Conversely, if discipline is low, employee performance also decreases due to disorganization and lack of awareness in carrying out work.

Work Discipline affects Work Motivation (X3>Y)

Based on the results of the research, the Workload variable has an influence on the Work Motivation variable. These results are in line with the research of Dewangga et al. (2024) and Aima et al (2024) showed significant positive research results and had an effect on work motivation and in their research showed significant positive. The reason discipline affects work motivation is that work discipline creates order and consistency in the implementation of work, which can increase employee morale to work well. Good discipline encourages employees to obey the rules and regulations that apply, so that they feel more responsible and motivated in achieving performance targets in work. In addition, disciplined employees tend to have a consistent and reliable work attitude, which can motivate other employees to maintain or improve joint performance.

Work Motivation affects Employee Performance (X3>Y)

Based on the results of the research, the Work Motivation variable has an influence on the Employee Performance variable. This result is in accordance with the research of Dameria Muhani et al. that Work Motivation has a positive effect on Employee Performance, according to research by Mirza Soetirto et al. (2023) that Work Motivation has a positive effect on Performance and according to Hendijani & Steel (2020) that there is a positive significant influence between work motivation on employee performance. The reason is that work motivation can increase optimism and employees towards organizational goals and objectives, so that they can be more enthusiastic and focused in carrying out job duties and responsibilities, which will have an impact on increasing productivity and work quality. In addition, motivation such as the provision of additional income benefits received every month can encourage employees to work well and responsibly.

Hypothesis Testing of *Indirect Effect*

Table 4. Results of Specific Indirect Effects

No.	Variables	P-Values	T-Statistic	Description
1	Work Competency (X1) > Work Motivation (Z) > Employee Performance (Y)	0.679 No Effect	0.414 No Effect	Not Significant
2	Workload (X2) > Work Motivation (Z) > Employee Performance (Y)	0.000	3.533	Significant
3	Work Discipline (X3) > Work Motivation (Z) > Employee Performance (Y)	0.000	3.584	Significant

Source: Results of data processing with PLS (2025)

Work Motivation cannot mediate between Work Competency and Employee Performance

Based on the research results that the *Work Motivation* variable cannot mediate between *Competence* and *Employee Performance*. These results contradict the research of Deswira & Johanes Lo (2023) showing that Work Motivation mediates work competence with employee performance. Meanwhile, in Li (2025) research which states that the role of motivation as mediation can strengthen direct or indirect effects on other variables. Research by Andreas et al. (n.d.) shows that Work Motivation can mediate Work Competence with employee performance and has a positive effect. The reason that causes Work Motivation cannot mediate against Competence with employee performance is that Work motivation is not effective in mediating the effect of competence on employee performance because employees who have high competence can get the job done well even though work motivation is not high. meaning that the competence possessed by employees is sufficient to encourage employee performance without having to go through increased work motivation.

Work Motivation can mediate Workload with Employee Performance

Based on the results of the study, it shows that the *Work Motivation* variable can mediate between *Workload* and *Employee Performance*. This result is consistent with the research of Guo et al. (2024) which states that there is a significant positive effect on work motivation as a mediating variable in influencing other variables. Welli Saputra et al. (2022) which states that Work Motivation provides a mediating role on workload and employee performance and research by Nafiudin et al. (2023) shows that his research shows that work motivation can mediate the relationship between workload and employee performance has a positive effect. The reason that work motivation can mediate work discipline with employee performance is that high workloads can increase employee motivation, which in turn increases their performance. This means that although a high workload does not always directly improve performance significantly, the motivation that arises from the workload is the main driver of performance improvement. A supportive work environment and good social relations between employees can increase motivation despite high workloads, so that employees remain consistent in completing work.

Work Motivation can mediate Work Discipline with Employee Performance

Based on the results of the study, it shows that the *Work Motivation* Variable can mediate between *Work Discipline* and *Employee Performance*. This result is inconsistent with the research of Medina et al. (2024) states that the role of work motivation is not always able to mediate other variables so that it does not have a significant effect. In other studies, it shows consistency with the results of research from Mentari & Djawahir (2022) which states that

work motivation provides a partial mediating role in the influence of work discipline on employee performance and with the research of Gede Endra Bratha et al. (2023) which states that work discipline together with motivation has an influence on performance. This is because motivation has the nature of encouraging a person's desire to take certain actions in order to achieve work results. The reason work motivation can mediate work discipline with employee performance is that work motivation plays a role in increasing employee enthusiasm to carry out job duties and responsibilities properly. High motivation makes employees more disciplined in carrying out their rules and responsibilities, so that good work discipline will be more effective in improving employee performance. In addition, work motivation mediates the relationship between work discipline and employee performance because motivation increases employee awareness and commitment to discipline, so that work discipline can be more effective in improving employee performance. high motivation will improve work discipline, and good work discipline in turn improves overall employee performance.

CONCLUSION

Work Competency does not have a significant influence on Employee Performance and also does not have a significant influence on Work Motivation. Workload does not have a significant influence on Employee Performance but has a significant influence on Work Motivation. Work Discipline has a significant influence on Employee Performance and has a significant influence on Work Motivation. Meanwhile, Work Motivation has a significant influence on Employee Performance. In this study it can be concluded that Workload is the most important factor on Work Motivation while Work Discipline and Work Motivation are the most important factors on Employee Performance. There are other supporting factors that can affect employee performance must always be considered and evaluated regularly so that employee productivity at work remains constant and even increases. Organizations must also implement optimal human resource management to maintain employee loyalty and integrity.

The implications of this research on employee performance within the Riau Islands provincial government have high performance employees who will support the achievement of organizational goals. The level of employee competence and high workload have no effect on employee performance achievement because employees are able to manage time and work according to job targets. Therefore, coupled with the encouragement of employee motivation and discipline that makes employees able to achieve targets for their respective performance achievements in the organization. Employees are expected to remain consistent and focused on achieving employee performance on a daily, monthly and annual basis in order to support the achievement of organizational goals. Being responsible for work, controlling time and organizing the work to be done and creating relationships between employees in a good work environment so as to encourage high performance achievements among fellow employees. The Riau Islands provincial government must also encourage its employees not only from work experience but added with academic abilities or other technical abilities that will support better employee work. Expertise in managing organizations to the role of organizational leaders is also important to encourage the performance of Riau Islands provincial employees to be better in the future.

Based on the results of this study, there are still limitations, such as not involving the role of organizational leaders in encouraging maximum employee performance. For further researchers, it is recommended to conduct research related to employee performance by involving the role of organizational leaders, facilities and infrastructure or a good work environment to the influence of high or low compensation received by employees with different objects and research locations.

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