

THE INFLUENCE OF COMPETENCE, EDUCATION, AND WORKLOAD ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE IN THE SECRETARIAT OF THE BATAM CITY GOVERNMENT

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Abstract

This study aims to determine the direct and indirect relationships between competency, work experience, and information technology mastery on employee performance through work motivation as an intervening variable at the Regional Secretariat of Batam City. The population can provide useful information or data for a study. The population in this study consisted of 144 civil servants working at the Regional Secretariat of the Batam City Government. In this study, the sampling technique used is nonprobability sampling, specifically saturated sampling (census). The sample used in this study is the entire population of 144 civil servants at the Regional Secretariat of the Batam City Government. Data were collected via questionnaires and analyzed using validity and reliability tests, classical assumption tests, multiple regression analysis, and path analysis. The results is the direct effect of the Competence variable on the Employee Performance variable can be stated that there is a positive and significant effect between Competence and Employee Performance. The direct effect of the Education variable on the Employee Performance variable can be stated that there is a positive and significant effect between Education and Employee Performance. The direct effect of the Workload variable on the Employee Performance variable can be stated that there is a positive and significant relationship between Workload and Employee Performance. The direct effect of the Work Motivation variable on the Employee Performance variable can be stated that there is a positive and insignificant relationship between Work Motivation and Employee Performance. The direct influence of the Competence variable on the Work Motivation variable can be stated that there is a positive and significant influence between Competence and Work Motivation. The direct influence of the Education variable on the Work Motivation variable can be stated that there is a positive and significant influence between Education and Work Motivation. The direct effect of the Workload variable on the Work Motivation variable can be stated that there is a positive and significant relationship between Workload and Work Motivation. The indirect effect of the Competence variable on the Employee Performance variable with Work Motivation as the intervening variable can be stated that there is a positive and significant relationship between Competence and Employee Performance with Work Motivation as the intervening variable. The indirect effect of the Education variable on the Employee Performance variable with Work Motivation as the intervening variable can be stated that there is a positive and significant relationship between Education and Employee Performance with Work Motivation as the intervening variable. The indirect effect of the Workload variable on the Employee Performance variable with Work Motivation as an intervening variable can be stated that there is a positive and significant effect between Workload on Employee Performance with Work Motivation as an intervening variable.

Keywords: *competence, work experience, and information technology mastery, work motivation, employee performance*

INTRODUCTION

The success of realizing a vision, mission, and business objectives depends on human resource management (HRM). Planning, coordination, leadership, and regulation of the elements that shape business dynamics are highly dependent on human resources (HR). Thus, the importance of competent human resource administration (HRM) in ensuring business prosperity and continuity needs careful attention. An employee's performance can be assessed based on several factors, such as work environment, skills, and attendance. Leaders can offer incentives and bonuses to reward work results. On the other hand, employees who do not meet expectations can be given warnings or other

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disciplinary actions. To ensure that employees maintain their performance levels and contribute to achieving company goals, management needs to address existing obstacles within the company. Employees are a very important resource in an organization. Human Resources (HR) or employees play a major role in the running of an organization. Human resources (HR) are the main capital of an organization and one of the components that influence the success of policy implementation in an organization. Without employees in an organization, it is certain that the organization cannot run optimally.

An employee's competence greatly determines their performance, because the competence of employees can influence the performance of other employees within the organization. Competence is a characteristic of a person that is related to effective performance in a job and situation. Basically, every organization or institution needs employees who perform well. Performance plays a very important role in an organization or institution, because the goals set by the institution can be achieved as expected if employees perform well. Achieving good performance requires support from employees who possess the necessary competencies. Human resources are expected to continuously develop themselves to achieve high performance and excel, enabling them to complete every task and responsibility assigned to them, as well as develop competencies to achieve the goals of an organization or company.

One of the factors that influence employee performance is workload, which also needs to be considered. If an employee's workload increases, this will affect their performance level, which will decline. This is because the more targets that are not achieved, the more obvious it is that there is a problem with the employee's work. By looking at the discussion on employee performance, performance evaluation is very important to determine the extent to which someone has achieved the set standards. Additionally, it is important to consider how workload can impact overall employee performance. This provides a more comprehensive understanding of productivity and employee well-being. However, in practice, challenges have arisen in the Batam City Government Secretariat. A number of employees in this agency may face situations where there is a lack of qualified civil servants (PNS) in the region, as indicated by the small number of competent civil servants (PNS), which results in suboptimal work quality among employees in the region. One of the fundamental values is the ability to implement government policies and programs. Therefore, in the implementation of management, a standardized framework is necessary to ensure that the results achieved align with the expected performance in government public policies. Additionally, the principle of competence required according to the scope of duties highlights the importance of every Civil Servant (ASN) in enhancing employee performance.

Effective motivation needs to be provided to employees. This will prevent employees from constantly complaining about trivial matters, violating company rules, and blaming each other. Therefore, it is necessary to motivate employees by encouraging them to work harder and boosting their morale in order to achieve company goals. Work motivation is a mental attitude or condition in which an individual feels compelled to perform a task assigned to them, thereby influencing their ability and capacity to perform the task. The provision of motivation to employees in institutions is considered insufficient, so that employees do not feel motivated to complete their work, which can reduce their performance. Therefore, work motivation needs to be provided to employees in order to encourage them to complete their work because employees need strong work motivation to be willing to carry out their work enthusiastically, perform well, and be productive. With high work motivation, employees are expected to love their work more, be able to work well, and have high loyalty. The fulfillment of needs that arise from an employee in their work is used as a source of strength or energy that drives employees to carry out activities to fulfill or satisfy those needs.

Employee performance is very important because it shows how well they are able to carry out the tasks assigned to them. For this reason, it is necessary to determine clear and measurable criteria that are established jointly and used as a reference. Currently, institutions tend to experience a decline in performance, often caused by management failures in managing their employees and other factors that lead to a decline in employee performance. The success of an institution is largely determined by its reliable human resources, therefore it is necessary to examine the factors that can improve employee performance. The goal of every institution is to achieve its objectives together in an optimal manner. This phenomenon shows that employee performance is still low. This problem should not be allowed to drag on so that it can be resolved, thereby improving the quality of work and services to be more competitive with others. A solution must be found to improve the quality of employee performance. Employees play a very important role in the success of an organization because their main function is to design, manage, implement, and evaluate activities. Employees still do not feel secure in terms of their need for freedom from threats, such as feeling safe from accidents and ensuring safety while performing their duties. Employees require social needs, such as friends, affiliation, interaction, being loved and loving others, and being accepted within their work group and the

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surrounding community. Employees also have a need for self-esteem and self-actualization so that they can be accepted in their social environment.

LITERATURE REVIEW

1. Employee Performance

Mangkunegara in Nasri et al., (2018) states that the term performance comes from the words job performance or actual performance (work achievement or actual achievement of a person), which is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Furthermore, performance can be considered an important aspect for all types of organizations, both governmental and non-governmental, because the performance demonstrated by employees can enhance the effectiveness of an organization. Performance is also important because it reflects the success of leadership in managing an organization and its human resources (Azas et al., 2019). According to Afandi (2018), performance is the result of work that can be achieved by an individual or group of people in an institution in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals in a legal manner, without violating the law and without conflicting with morals and ethics.

2. Competence

Competence is something that describes a person's abilities, both qualitatively and quantitatively. Competence is part of an individual's personality that is relative and stable, can be observed, and measured from the behavior of each individual working in an organization or company (Febriana, 2021). Competence is a personality trait possessed by an individual based on knowledge, skills, abilities, and other supporting characteristics that are used as tools to achieve performance and face competition (Bairizki, 2020). Managerial competence demonstrates the ability to carry out management, while functional competence is the ability based on a specific technical profession (Guswandi, 2022).

3. Education

Education is guidance or instruction provided consciously by educators to students, both physically and spiritually, toward the formation of a good personality. Education in a narrow sense is teaching conducted in schools as formal educational institutions. This period of education is limited in time, namely childhood and adolescence (Astarman, et.al, 2024). Education is a continuous process that cannot be separated from the organizational system. The presence of new employees and those who will occupy new positions encourages the personnel department to continuously organize education and training programs (Fitriyani, 2021).

4. Workload

Workload is defined as performing too much work in relation to the time available or performing work that is too difficult for employees to do (Alhabsji, 2016). Workload refers to all activities that involve the time spent by employees in performing their professional duties, responsibilities, and interests in the workplace, either directly or indirectly (Juniati, 2018). Workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Sari, 2021). The workload assigned to employees can be categorized into three conditions, namely standard workload, excessive workload (over capacity), and insufficient workload (undercapacity) (Rolos, 2018).

5. Work Motivation

According to Hasibuan (2019), motivation means encouragement or driving force. Motivation questions how to direct the energy and potential of subordinates so that they are willing to work together productively to achieve and realize predetermined goals. According to Wibowo (2020), work motivation is a series of processes that arouse, direct, and maintain human behavior toward the achievement of goals. According to Hamali (2019), work motivation is a condition that drives or causes a person to perform an action or activity that occurs consciously with the aim of improving employee performance.

6. Hypotheses

Based on the problem statement described above, the following hypothesis can be drawn:

H1: Competence directly affects employee performance at the Regional Secretariat of the Batam City Government.

H2: Education directly affects employee performance at the Regional Secretariat of the Batam City Government.

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H3: Workload directly affects employee performance at the Regional Secretariat of the Batam City Government.

H4: Work motivation directly affects employee performance at the Regional Secretariat of the Batam City Government.

H5: Competence directly affects work motivation at the Regional Secretariat of the Batam City Government.

H6: Education directly affects work motivation at the Regional Secretariat of the Batam City Government.

H7: Workload directly affects work motivation at the Regional Secretariat of the Batam City Government.

H8: Competence influences employee performance through work motivation at the Regional Secretariat of the Batam City Government.

H9: Education influences employee performance through work motivation at the Regional Secretariat of the Batam City Government.

H10: Workload influences employee performance through work motivation at the Regional Secretariat of the Batam City Government.

METHOD

1. Research Approach

This study employs a quantitative research methodology. According to Sugiyono (2022), quantitative research is a research method based on positivism philosophy, used to examine specific populations or samples, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

2. Population and Sample

The population can provide useful information or data for a study. The population in this study consisted of 144 civil servants working at the Regional Secretariat of the Batam City Government. The subjects of this study are employees of the Regional Secretariat of the Batam City Government with variables of Competency, Education, and Workload, Employee Performance, and Work Motivation of Employees at the Regional Secretariat of the Batam City Government. In this study, the sampling technique used is nonprobability sampling, specifically saturated sampling (census). According to Sugiyono (2021), saturated sampling is a technique for determining a sample when all members of the population are used as samples. The sample used in this study is the entire population of 144 civil servants at the Regional Secretariat of the Batam City Government.

3. Data Types and Sources

The type of data used in this research is primary data. Primary data constitutes research data sources obtained directly from original sources (not through intermediary media). Primary data is specifically collected through interviews and questionnaire distribution conducted by researchers to answer research questions. Data were obtained by distributing questionnaires to employees of the civil servants at the Regional Secretariat of the Batam City Government.

4. Data Collection Techniques

Data collection techniques represent methods for obtaining data in conducting research activities, implemented through two primary approaches in this study. The questionnaire method involves distributing question or statement lists to respondents, expecting them to provide responses to determine independent and dependent variable data through intervening variables, which according to Ghazali (2019) constitutes a data collection technique implemented by providing sets of written questions or statements to respondents for completion. Additionally, literature review involves data collection by studying and understanding books related to independent and dependent variables through intervening variables, including literature, journals, mass media, and research findings, providing comprehensive theoretical foundation and empirical support for the research framework.

RESULTS AND DISCUSSION

Results

1. Descriptive Data Analysis

Based on the data, it shows that there were 73 male respondents or 50.69%, while there were 71 female respondents or 49.31%. Therefore, it can be concluded that the majority of respondents were male, with a total of 73 respondents or 50.69%. This is because certain jobs are more commonly performed and understood by males.

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Based on the data, it shows that respondents aged 21-30 years old numbered 38 respondents or 26.39%, 31-40 years old numbered 48 respondents or 33.33%, aged 41-50 years old numbered 50 respondents or 34.72%, and those aged over 50 years old numbered 8 respondents or 5.5%. This indicates that the majority of employees at the Batam City Government Secretariat are in their productive years. This age range suggests that employees are still competent and have high work motivation, resulting in relatively high productivity. It is therefore hoped that younger employees can contribute positively to the company's progress.

Based on the data, it shows that respondents with a high school education (SMA/SLTA) numbered 5 respondents or 3.47%, those with a bachelor's degree (S1) numbered 95 respondents or 65.98%, and those with a master's degree (S2) numbered 44 respondents or 30.55%. Based on the table above, it can be concluded that the majority of respondents have a bachelor's degree, with 95 respondents or 65.98%. This is because education is the most important thing that employees must have. With a high level of education, employees have good career prospects and work in a planned manner, so companies need employees with adequate education to support their careers and meet the company's needs. Based on the respondents' data, it can be seen that 35 respondents or 24.31% have worked for 1-5 years, 34 respondents or 23.61% have worked for 6-10 years, and 75 respondents or 50.08% have worked for more than 10 years. This is because the length of time an employee has been working influences their work motivation and performance, enabling them to achieve results aligned with organizational goals and advance their careers.

2. Outer Model

Table 1. Internal Consistency Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Performance	0,865	0,867	0,903	0,650
Education	0,911	0,912	0,933	0,736
Work Motivation	0,873	0,874	0,908	0,665
Workload	0,920	0,923	0,935	0,643
Competence	0,903	0,907	0,923	0,632

Source: Smart-PLS (2025)

Based on the internal consistency analysis data in the table above, it was found that the Competence Variable (X1) has a composite reliability value of 0.923, which is greater than 0.600, indicating that the competence variable (X1) is reliable; The Education Variable (X2) has a composite reliability value of 0.933, which is greater than 0.600, indicating that the Education Variable (X2) is reliable; The Workload Variable (X3) has a composite reliability value of 0.935, which is greater than 0.600, indicating that the Workload Variable (X3) is reliable; The performance variable (Y) has a composite reliability value of 0.903, which is greater than 0.600, indicating that the employee performance variable (Y) is reliable; The work motivation variable (Z) has a composite reliability value of 0.908, which is greater than 0.600, indicating that the work motivation variable (Z) is reliable.

Table 2. Validity Convergent

	X1	X2	X3	Y	Z
X1.1	0,705				
X1.2	0,757				
X1.3	0,721				
X1.4	0,738				
X1.5	0,707				
X1.6	0,805				
X1.7	0,777				
X1.8	0,762				
X1.9	0,750				
X1.10	0,837				
X1.11	0,773				

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	X1	X2	X3	Y	Z
X1.12	0,729				
X1.13	0,829				
X1.14	0,749				
X1.15	0,860				
X2.1		0,748			
X2.2		0,806			
X2.3		0,794			
X2.4		0,725			
X2.5		0,805			
X2.6		0,793			
X2.7		0,852			
X2.8		0,832			
X2.9		0,839			
X2.10		0,834			
X2.11		0,828			
X2.12		0,851			
X2.13		0,780			
X2.14		0,800			
X2.15		0,791			
X3.1			0,722		
X3.2			0,814		
X3.3			0,838		
X3.4			0,764		
X3.5			0,779		
X3.6			0,833		
X3.7			0,836		
X3.8			0,791		
X3.9			0,837		
X3.10			0,791		
X3.11			0,736		
X3.12			0,813		
X3.13			0,809		
X3.14			0,862		
X3.15			0,853		
Y.1				0,848	
Y.2				0,865	
Y.3				0,862	
Y.4				0,853	
Y.5				0,848	
Y.6				0,812	
Y.7				0,825	
Y.8				0,823	

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	X1	X2	X3	Y	Z
Y.9				0,754	
Y.10				0,860	
Y.11				0,757	
Y.12				0,801	
Y.13				0,791	
Y.14				0,736	

Source: Smart-PLS (2025)

The Based on the table above, it can be seen that the outer loading values for variables X1, X2, X3, Y, and Z, where the values of all items in the 5 variables tested are greater than 0.7, all indicators in the 5 variables are declared valid.

Table 3. Discriminant Validity

	X1	X2	X3	Y	Z
X1					
X2	0,927				
X3	0,989	0,938			
Y	0,963	0,869	0,981		
Z	0,791	0,789	0,763	0,882	

Source: Smart-PLS (2025)

The results of discriminant validity show that the discriminant validity value of each indicator item against its construct is higher than the discriminant validity value of the other indicators in the same construct. Thus, it can be concluded that all constructs or latent variables have discriminant validity that is better than the indicators in other blocks.

3. Inner Model

Table 4. Colinearity Test Results

	X1	X2	X3	Y	Z
X1				2,169	2,012
X2				3,820	3,417
X3				4,575	3,156
Y					
Z				3,825	

Source: Smart-PLS (2025)

All From the data above, the following can be described:

- VIF for the correlation between X1 and Y is $2.169 < 5.00$ (no collinearity problem).
- The VIF for the correlation between X2 and Y is $3.820 < 5.00$ (no collinearity issues).
- The VIF for the correlation between X3 and Y is $4.575 < 5.00$ (no collinearity issues).
- VIF for the correlation between Z and Y is $3.825 < 5.00$ (no multicollinearity issues).

Based on the above data, there are no multicollinearity issues in the correlations between X1 and Y, X2 and Y, and X3 and Y. However, there are no multicollinearity issues in the correlation between Z and Y.

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4. Hypothesis Test Results

Direct Effect Results

Table 5. Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics (O/STDEV)	P values
X1 -> Y	0,301	0,281	0,105	2,867	0,004
X2 -> Y	0,429	0,425	0,070	3,079	0,006
X3 -> Y	0,321	0,326	0,120	2,678	0,007
Z -> Y	0,246	0,249	0,136	1,800	0,072
X1 -> Z	0,245	0,232	0,103	2,365	0,018
X2 -> Z	0,256	0,259	0,155	2,231	0,022
X3 -> Z	0,676	0,674	0,091	7,456	0,000

Source: Smart-PLS (2025)

1. The direct effect of the Competence variable on the Employee Performance variable has an original sample value of 0.301 with a path coefficient of 2.867 > 1.655 (positive), meaning that an increase in the Competence variable will be followed by an increase in the Employee Performance variable. The influence of the Competence variable on Employee Performance has a P-Value of 0.004 < 0.05, indicating that the influence of Competence on Employee Performance is positive and significant.
2. The direct effect of the Education variable on the Employee Performance variable has an original sample value of 0.429 with a path coefficient of 3.079 > 1.655 (positive), so an increase in the value of the Education variable will be followed by an increase in the Employee Performance variable. The influence of the Education variable on Employee Performance has a P-Value of 0.006 < 0.05, so it can be stated that the influence between Education and Employee Performance is positive and significant.
3. The direct effect of the Workload variable on the Employee Performance variable has an original sample value of 0.321 with a path coefficient of 2.678 > 1.655 (positive), so an increase in the Workload variable will be followed by an increase in the Employee Performance variable. The influence of the Workload variable on Employee Performance has a P-Value of 0.007 < 0.05, so it can be stated that the influence of Workload on Employee Performance is positive and significant.
4. The direct effect of the Work Motivation variable on the Employee Performance variable has an original sample value of 0.246 with a path coefficient of 1.800 > 1.655 (positive), so an increase in the Work Motivation variable will be followed by an increase in the Employee Performance variable. The influence of the Work Motivation variable on Employee Performance has a P-Value of 0.072 > 0.05, so it can be stated that the influence between Work Motivation and Employee Performance is positive and insignificant.
5. The direct effect of the Competence variable on the Work Motivation variable has an original sample value of 0.245 with a path coefficient of 2.365 > 1.655 (positive), so an increase in the Competence variable will be followed by an increase in the Work Motivation variable. The influence of the Competence variable on Work Motivation has a P-Value of 0.018 < 0.05, so it can be stated that the influence between Competence and Work Motivation is positive and significant.
6. The direct effect of the Education variable on the Work Motivation variable has an original sample value of 0.256 with a path coefficient of 2.231 > 1.655 (positive), so an increase in the value of the Education variable will be followed by an increase in the Work Motivation variable. The influence of the Education variable on Work Motivation has a P-Value of 0.022 < 0.05, indicating that the influence of Education on Work Motivation is positive and significant.
7. The direct effect of the Workload variable on the Work Motivation variable has an original sample value of 0.676 with a path coefficient of 7.456 > 1.655 (positive), so an increase in the Workload variable will be followed by an increase in the Work Motivation variable. The influence of the Workload variable on Work Motivation has a P-Value of 0.000 < 0.05, indicating that the influence of Workload on Work Motivation is positive and significant.

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Indirect Effect Results

Table 6. Indirect Effect Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics ((O/STDEV))	P values
X1 -> Z -> Y	0,267	0,260	0,070	2,719	0,005
X2 -> Z -> Y	0,322	0,327	0,067	2,599	0,006
X3 -> Z -> Y	0,429	0,425	0,091	3,079	0,002

Source: Smart-PLS (2025)

1. The indirect effect of the Competence variable on the Employee Performance variable with Work Motivation as the intervening variable has an original sample value of 0.267 with a path coefficient of 2.719 > 1.655 (positive). The influence of the Competence variable on Employee Performance mediated by Work Motivation has a P-Value of 0.005 < 0.05. The type of mediation produced is partial mediation or partial mediation. Thus, it can be stated that the influence between Competence on Employee Performance with Work Motivation as an intervening variable is positive and significant.
2. The indirect effect of the Education variable on the Employee Performance variable with Work Motivation as the intervening variable has an original sample value of 0.322 with a path coefficient of 2.599 > 1.655 (positive). The influence of the Education variable on Employee Performance mediated by Work Motivation has a P-Value of 0.006 < 0.05. The type of mediation produced is partial mediation. Thus, it can be stated that the influence between Education on Employee Performance with Work Motivation as an intervening variable is positive and significant.
3. The indirect effect of the Workload variable on Employee Performance with Work Motivation as the intervening variable has an original sample value of 0.429 with a path coefficient of 3.079 > 1.659 (positive). The influence of the Workload variable on Employee Performance mediated by Work Motivation has a P-Value of 0.002 < 0.05. The type of mediation produced is partial mediation. Therefore, it can be stated that the influence between Workload on Employee Performance with Work Motivation as the intervening variable is positive and significant.

Coefficient Determination (R²)

The coefficient of determination (R Square) aims to evaluate the accuracy of a variable's prediction. In other words, it evaluates how the variation in the dependent variable is influenced by the variation in the independent variable in a path model.

Table 7. Coefficient Determination Results

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

Source: Smart-PLS (2025)

The table above shows that the influence of Competence, Education, and Workload on Employee Performance is 62.9%, and the remaining 37.1% is influenced by other variables outside the scope of this study. Meanwhile, the table above shows that the influence of Competence, Education, and Workload on Work Motivation is 29.6%, with the remaining 70.4% influenced by other variables not examined in this study.

Discussion

1. The Influence of Competence on Employee Performance

Based on the results of the analysis, competence has a direct effect on employee performance. Based on the results of the t-test for the competence variable, it was proven that H1 was accepted with a positive coefficient, which means that there is an influence between the competence variable and employee performance. This can be interpreted as high or low competence affecting the increase or decrease in employee performance. The results of this study are also reinforced by research conducted by Fauzi and Nugroho (2024), who found that competence affects employee performance, meaning that if competence is improved, employee performance will also improve. Employee

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performance and effectiveness in carrying out tasks are largely determined by the competencies required by their job. When competencies are applied properly, they become important predictors of high performance. Therefore, developing and improving employee competencies is an essential strategy for organizations that want to improve individual performance and overall organizational productivity. In relation to human resource management, a deep understanding of the relationship between competency and performance can help organizations identify, develop, and maintain competitive advantages through a competent workforce. Through increasingly adequate competencies, individuals will be more proficient and able to apply all job tasks in practice in accordance with the job description. Higher employee competencies can be measured by increasing knowledge and skills as well as the development of better personal characteristics and concepts. Some indicators include Task Skills, Task Management Skills, Contingency Management Skills, Job Role Environment Skills, and Transfer Skills. The implication of this study is that employee performance at the Batam City Government Secretariat can be improved through competency enhancement.

2. The Influence of Education on Employee Performance

Based on the data analysis and hypothesis testing conducted in this study, it shows that education has a positive and significant effect on employee performance. Education impacts employee performance. The results of this study support the research conducted by Muhlisin, et al. (2021), which states that education has a significant effect on employee performance. Education is considered so important because it is a basic requirement for many companies when hiring someone to work at a certain level. Many companies will prefer job applicants with higher education levels. If someone has a higher education level, they are more likely to get a job that matches their educational background, and vice versa—if someone has a lower education level, fewer opportunities will be available for them to advance their career. The alignment of academic majors and competencies is an effort to achieve the performance expected by an organization. Higher education is generally associated with increased knowledge, skills, problem-solving abilities, and adaptability. Higher education provides various benefits that can enhance productivity and effectiveness in the workplace.

3. The Influence of Workload on Employee Performance

Based on the data analysis and hypothesis testing conducted in this study, it shows that Workload has a positive and significant effect on Employee Performance. The results of this study support the research conducted by Ginting (2023), which states that workload has a significant effect on employee performance. This means that the higher the workload, the better the employee performance. Although the workload in the office is quite heavy, employee performance remains excellent. This is evidenced by the commitment of employees to complete their assigned tasks. When there is an increase in workloads for employees within certain limits, it can actually improve employee performance. Especially if improvements are made to the work environment, which can also enhance employee performance. Excessive workloads in an organization or company often become a problem for employee performance. Because with excessive workloads and the need to complete tasks quickly, this can cause the average performance of employees to not reach its full potential. Organizations always demand that employees perform their tasks to the best of their ability. However, if the company fails to address the concerns raised by its employees, this is referred to as a workload that employees can feel. Thus, workload, which is the sum of work output and records of work results, can indicate the volume of work produced by a certain number of employees in a specific department in this study.

4. The Influence of Work Motivation on Employee Performance

Based on the data analysis and hypothesis testing conducted in this study, it shows that Work Motivation has a positive and insignificant effect on Employee Performance. The results of this study support the research conducted by Hasibuan (2022), which states that work motivation has an effect but is not significant on employee performance. Motivation is a form of personal condition that drives an individual to perform or refrain from performing an action based on their thoughts or physical and psychological conditions. In an organizational context, work motivation from a leader is crucial for improving employee performance. A leader who is unable to motivate and inspire their employees is unworthy of the position of leadership entrusted to them. There are several dominant factors that influence why employees believe that work motivation should contribute positively to employee performance, one of which is the form of employee report card rewards and the ease of promotion for employees who excel or perform well. Although Indonesian civil service regulations stipulate the time and age for employees to be promoted, direct rewards from leaders are an added incentive for employees to continue to perform their best. Employees should

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strive to demonstrate a sense of responsibility toward the tasks assigned to them. However, based on the questionnaire results, the motivation demonstrated by management has not yet motivated employees to complete their work effectively, resulting in suboptimal employee performance.

5. The Influence of Competence on Work Motivation

Based on the data analysis and hypothesis testing conducted in this study, it shows that competence has a positive and significant effect on work motivation. The results of this study support the research conducted by Fauzi and Nugroho (2024:558-580), who stated that competence affects work motivation. The results of this study are in line with the organizational behavior theory proposed by Robbins et al. (2015), which states that basic factors or inputs such as competence will shape processes such as motivation. The results of this study are also in line with Mclelland's theory, which classifies three types of achievement-based competencies involving an individual's ability to set ambitious goals, pursue achievements, and measure performance with concrete results. Individuals with achievement-based motivation are motivated by successful outcomes and improving performance to achieve better results. Second, power-based competencies include the ability to influence and motivate others, as well as communication and negotiation skills. Individuals with power-based motivation are motivated by feelings of dominance or influence.

Finally, involvement-based competencies include the ability to build good relationships, collaborate, and work together in teams. Individuals with involvement-based motivation are motivated by a sense of involvement in a positive work environment and strong interpersonal relationships. In the context of motivation, understanding the types of competencies individuals possess can help managers and organizational leaders design more effective workforce management strategies and motivate team members according to their competency preferences. The relationship between competencies and work motivation can be explained through three basic human needs. First, individuals with a strong need for achievement tend to be driven by competencies that are relevant to ambitious goals. They feel motivated when they have competencies that enable them to achieve high results. Second, the need for power influences individuals to seek competencies related to influence and control. They feel motivated when given responsibilities or positions that give them the opportunity to influence others. Third, individuals with a high need for affiliation seek competencies in building positive social relationships. They feel motivated when they can establish strong interpersonal relationships in the work environment. In this context, competencies that align with an individual's needs can strengthen their motivation, as these competencies help them fulfill their basic needs. Therefore, understanding individual needs and competencies can be key to motivating team members and improving performance in an organizational context.

6. The Influence of Education on Work Motivation

Based on the results of the analysis, education has a positive and significant effect on work motivation. If employees have higher education, they will feel more skilled and competent in completing tasks assigned by the institution with heavier workloads, resulting in better attitudes toward accepting tasks and greater enthusiasm in completing their work. This is driven by a desire to be recognized and feel meaningful in accordance with their level of education. Each level of education has specific objectives, and the higher the level of education, the higher the level of competence. Competence means having a lot of knowledge, being good at using one's mind or initiative, not being static, apathetic, or ignorant. Education will bring about changes in one's way of thinking, especially in terms of aspirations for education. The level of education a person has will influence many aspects of their life, including how they dress, act, speak, and strive to present themselves in society, especially within their family. A person will strive to meet their basic needs. The level of education a person has will also determine the amount of income they will receive. With the many demands of modern life, people are motivated to work harder to achieve their desired goals.

7. The Influence of Workload on Work Motivation

Based on the results of the analysis, workload has a positive and significant effect on work motivation. The results of this study support the research conducted by Ginting (2023:79), who stated that the higher the workload, the higher the work motivation. If the workload given is in line with the skills and expertise possessed, employees will easily carry out their work, thereby increasing their motivation to work in order to achieve their goals. Employees who work according to their adequate abilities will easily carry out their work, thereby increasing their motivation to work towards achieving goals. Conversely, if employees feel that the workload is heavy, too high, and beyond their abilities, their work motivation will decrease. The suitability of the work environment must be considered

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because excessive workloads create an uncomfortable work environment for employees, which can reduce their motivation. Good working conditions also greatly assist employees' concentration in completing assigned tasks.

8. The Influence of Competence on Employee Performance Through Work Motivation as an Intervening Variable

Based on the results of the analysis, competence has a positive and significant effect on employee performance through work motivation as an intervening variable. This means that motivation is able to mediate the relationship between competence and performance. Employees of the Batam City Government Secretariat are equipped with competencies that encourage them to work in accordance with the targets of their positions. Employees tend to feel confident and motivated with a foundation of good skills. They feel that they have the ability to face various challenges arising from the impact of change. Some of them even think that change will open up opportunities for them to develop their future careers. Employees can identify jobs that allow them to work to their full potential because they understand the strengths that support the development of their potential and minimize mistakes in their work that stem from their own shortcomings. This understanding makes employees more enthusiastic about pursuing better career paths. Therefore, it can be concluded that quality competencies will encourage employees to work in accordance with or even exceed the targets set by the institution. The results of this study are related to research conducted by Aprillya (2024), which found that competencies have a positive and significant effect on employee performance through motivation.

9. The Effect of Education on Employee Performance Through Work Motivation as an Intervening Variable

Based on the results of the analysis, education has a positive and significant effect on employee performance through work motivation as an intervening variable. This means that motivation is able to mediate the relationship between education and performance. In this study, leaders have been able to think about how to achieve the desired performance with the existing level of education of employees through motivation provided by leaders. Performance is a function of motivation and the ability to complete tasks or work, which should have a certain degree of willingness and level of ability. One of the efforts to improve employee performance is by paying attention to the level of education of employees. The higher the educational level of an employee, the more direct contribution they can make to the performance they produce for the institution or organization. Additionally, leaders within the institution can directly motivate employees to achieve optimal performance for the institution. This study aligns with Sari's (2023) research, which states that education significantly influences employee performance through motivation as an intervening variable.

10. The Influence of Workload on Employee Performance Through Work Motivation as an Intervening Variable

Based on the results of the analysis, workload has a positive and significant effect on employee performance through work motivation as an intervening variable. This means that motivation mediates the relationship between workload and performance. Appropriate workload provides opportunities for growth and development accompanied by high motivation at work, which can improve employee performance in the institution. Workload is part of the responsibilities assigned to each employee. Naturally, employees with high workloads require high motivation to produce better performance. If the work environment is good and employees receive targeted motivation, good performance will be achieved. Motivation can be defined as a form of encouragement aimed at providing the enthusiasm needed to enhance an individual's performance, thereby enabling them to achieve higher performance levels and meet organizational or institutional goals. The findings of this study align with those of Ginting (2023), who stated that workload has a positive and significant impact on performance through motivation as an intervening variable.

CONCLUSION

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

1. The direct effect of the Competence variable on the Employee Performance variable can be stated that there is a positive and significant effect between Competence and Employee Performance.
2. The direct effect of the Education variable on the Employee Performance variable can be stated that there is a positive and significant effect between Education and Employee Performance.

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3. The direct effect of the Workload variable on the Employee Performance variable can be stated that there is a positive and significant relationship between Workload and Employee Performance.
4. The direct effect of the Work Motivation variable on the Employee Performance variable can be stated that there is a positive and insignificant relationship between Work Motivation and Employee Performance.
5. The direct influence of the Competence variable on the Work Motivation variable can be stated that there is a positive and significant influence between Competence and Work Motivation.
6. The direct influence of the Education variable on the Work Motivation variable can be stated that there is a positive and significant influence between Education and Work Motivation.
7. The direct effect of the Workload variable on the Work Motivation variable can be stated that there is a positive and significant relationship between Workload and Work Motivation.
8. The indirect effect of the Competence variable on the Employee Performance variable with Work Motivation as the intervening variable can be stated that there is a positive and significant relationship between Competence and Employee Performance with Work Motivation as the intervening variable.
9. The indirect effect of the Education variable on the Employee Performance variable with Work Motivation as the intervening variable can be stated that there is a positive and significant relationship between Education and Employee Performance with Work Motivation as the intervening variable.
10. The indirect effect of the Workload variable on the Employee Performance variable with Work Motivation as an intervening variable can be stated that there is a positive and significant effect between Workload on Employee Performance with Work Motivation as an intervening variable.

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

1. It is recommended that agencies retain employees who have extensive knowledge of their field of work and that companies pay attention to employees who lack understanding of how to complete the tasks and responsibilities assigned to them. One solution to improve employee performance through competency is to provide intensive education and training on the tasks for which employees are responsible. To improve employee performance, relevant agencies should pay more attention to and maximize the competencies of their employees to maintain consistency in their work. Providing training and opportunities for further education can be a way to ensure that employees' knowledge, skills, and abilities are utilized in accordance with their field of work, thereby improving the performance of each employee.
2. Employee education is already good, but it needs to be improved, especially in the selection of educational programs that can provide knowledge and skills for employees that are relevant to their jobs
3. Leaders must improve their approach to employees in all departments to always provide encouragement or support to employees so that they become highly productive employees and do not feel overwhelmed by their workload.
4. It is hoped that the agency will pay attention to the performance of its employees, especially regarding the quantity of work, because enthusiasm in work will not arise on its own. Therefore, the company must continue to motivate its employees so that they perform well and can work properly.
5. The institution must pay more attention to motivating employees, especially in terms of rewarding employees fairly for their work achievements, such as bonuses, gifts, and certificates for employees who are highly motivated, i.e., employees who are never late to work, never absent, and diligent in their work so that their work is often completed on time. This can motivate employees to work diligently and effectively, fostering a sense of appreciation from the organization. It is also important to be proactive in assisting colleagues with their tasks once one's own work is completed, thereby fostering collaboration and interaction among employees.

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