

# THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE

Susilo Budi Hartanto<sup>1</sup>, Ngaliman<sup>2</sup>, Sri Yanti<sup>3</sup>

<sup>1,2,3</sup> Faculty of Economics and Business Universitas Batam, Indonesia.

---

## Abstract

*In this study, researchers variables Motivation, Workload, Competence, Organizational Commitment and Employee Performance. Data analysis with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) Data analysis with parametric and non-parametric statistics regarding research variables, calibration test / pilot test, validity and reliability, Outer model and inner model analysis, as well as a discussion of the results of hypothesis testing or Path Analysis Path. This study uses path analysis to examine the pattern of relationships that reveals the effect of a variable or set of variables on other variables, both direct and indirect. The calculation of the path coefficient in this study was assisted by SmartPLS Ver 4.0 2022. The results of this study indicate a direct influence that Motivation, Workload and Competence variables have a significant positive effect on Organizational Commitment. Organizational Commitment and Motivation have a significant positive effect on Employee Performance. Workload has a positive insignificant effect on Employee Performance. Competence has a positive insignificant effect on Employee Performance. Organizational Commitment has a significant positive effect in mediating Motivation on Employee Performance. Organizational Commitment has a positive and significant effect in mediating Workload on Employee Performance. Organizational Commitment has a negative and insignificant effect in mediating Competence on Employee Performance.*

**Keywords:** *Motivation, Workload, Competence, Organizational Commitment and Employee Performance.*

---

## 1. INTRODUCTION

The Riau Islands Provincial Health Service has performance with technical policies in the health sector, implementation of government affairs and public services, guidance and facilitation in the health sector within the Province and Regency/City, implementation of tasks, monitoring, evaluation and reporting in the field of health services, disease prevention and control, environmental health, health human resources, health promotion and community empowerment, pharmacy and health supplies, information management and health development as well as health regulations including the implementation of office secretariats and the implementation of other duties assigned by the Governor. The Riau Islands Provincial Health Service has the same medium-term development goals and objectives as the Indonesian Ministry of Health. Riau Islands Provincial Health Service Health development policy is focused on strengthening quality primary health care efforts, especially through increasing health insurance, increasing access and quality of basic and referral health services supported by strengthening the health system and increasing health financing.

As the vision and mission can be realized, human resources have an important role both individually and in groups, and human resources are one of the main drivers for the smooth running of business activities, even the progress and decline of an organization is determined by the existence of its human resources. Every organization needs to pay attention to and manage the presence of its employees in an effort to improve good performance. Based on initial observations made, it was found that there was a lack of employee motivation, a lack of employee motivation to develop themselves,

***THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE***

*Susilo Budi Hartanto, Ngaliman, Sri Yanti.*

especially female employees. Coming to the office just carries out routine without thinking about the progress of the organization. The motivation of employees in the Health Service is relatively different from one another. On the one hand there are employees with relatively better motivation. Those who fall into this group tend to be serious about carrying out their work, have a great sense of responsibility for the workload given, always try to achieve the work targets that have been set, and do not easily give up when completing work that they consider difficult. . On the other hand, there are also employees who have relatively low motivation. Those who fall into this group tend to be less enthusiastic about carrying out their work, do not really care about achieving the task implementation targets set by their superiors, and are bored with the routine work they have to do every day. As a result, at certain times, it is not uncommon for there to be delays in completing work, which has a negative impact on their performance at work.

## **2. LITERATURE REVIEW**

### **A. Human Resource Management**

According to Hall T. Douglas and Goodale G. James (1986) that human resource management is the process through which optimal fit is achieved among the employee, job, organization, and environment so that employees reach their desired level of satisfaction and performance and the organization meets its goals" (human resource management is a process through which optimal compatibility is obtained between employees, the organization's work and the environment so that employees achieve the level of satisfaction and performance they desire and the organization meets its goals).

### **B. Organizational Behavior Theory**

Organizational behavior is a field of science that studies and applies knowledge about how humans play a role or behave or act in organizations (Davis and Newstrom, 1989). The key elements in organizational behavior are: people, organizational structure, technology, and the environment in which the organization operates.

### **C. Definition of Employee Performance**

In Government Regulation (PP) Number 30 of 2019, PNS Performance is the work results achieved by each PNS in the organization/unit in accordance with SKP and Work Behavior. Meanwhile, Sinambela (2018) stated that employee performance is defined as the employee's ability to perform certain skills. Employee performance is very important, because with this performance it will be known how far they are able to carry out the tasks assigned to them. For this reason, it is necessary to determine clear and measurable criteria, and determine them jointly to serve as a reference. The performance of workers or employees is something that requires important consideration because the individual performance of an employee in the organization is part of the organization's performance and can determine the performance of that organization. The success or failure of employee performance achieved by the organization will be influenced by the level of performance of employees individually and in groups.

### **D. Definition of Organizational Commitment**

According to Allen and Meyer (2016) organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress. According to O'Reilly (2011), employee commitment to an organization is an individual's psychological bond with the organization which includes work involvement, loyalty and feelings of trust in the organization's values. Furthermore, Steers and Porter (2012) state that a form of commitment that emerges is not only passive loyalty, but also involves an active relationship with the work organization which has the aim

of providing all efforts for the success of the organization concerned. According to Robbins and Judge (2017) commitment Organizational is the extent to which an employee identifies with his organization and its goals and his desire to maintain membership in the organization. An employee who is committed to a company generally feels a good relationship with their company, and they feel they understand the company's goals. Kreitner and Kinicki (2014) define organizational commitment as the degree to which a person recognizes an organization and is committed to its goals.

#### **E. Definition of Motivation**

Motivation is defined as an individual's internal state that gives rise to strength, excitement and dynamics and directs behavior towards goals. Wibisono (2015) in another sense, motivation is a term used to indicate the existence of a number of drives, desires, needs and strengths. A company that is arousing employee motivation means that the company is doing something to satisfy the motives, needs and desires of employees so that employees will do something that is the company's desires and goals.

#### **F. Workload Definition**

Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Menpan, 2018). Minister of Home Affairs Regulation No. 12/2008 states that workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norms. Workload does not only involve work that is considered heavy, but also work that is light.

#### **G. Definition of Competency**

Competency is the ability to carry out or carry out a job or task that is based on skills and knowledge and supported by the work attitudes required by the job (Wibowo, 2014). Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in that field. Competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits.

### **3. IMPLEMENTATIONMETHOD**

#### **A. Data Sources and Data Collection Techniques**

##### **1. Data source**

This research uses data obtained from respondents, where respondents will provide verbal responses and/or written responses in response to the statements given. The types of data used in this research are:

1. Primary Data is data regarding respondents' answers to the 5 variables measured in this research.
2. Secondary Data, is data obtained indirectly through intermediaries (obtained and recorded by other parties). In this research, secondary data only supports initial data collection as research output.

##### **2. Method of collecting data**

The data collection technique uses variable measurement using a questionnaire instrument. Each employee respondent was given five questionnaire instruments to be a source of measurement for the variables studied. Data was collected using the questionnaire method, namely by giving a list of questions or questionnaires to respondents. The reason for using this method is that the research subject is the person who knows best about himself, and the subject's statements given are true and trustworthy. Answers to the list of questions that must be filled in by respondents are made using a Likert scale.

**THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE**

*Susilo Budi Hartanto, Ngaliman, Sri Yanti.*

**3. Variable Measurement Scale**

The research that the author conducted was to measure variables using a Likert scale. The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena. In research, this social phenomenon has been specifically determined by the researcher. With a Likert scale, the variables to be measured are translated into variable indicators. Then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or questions.

**4. RESULTS AND DISCUSSION**

**A. Measurement Model Analysis (Outer Model)**

This model specifies the relationship between latent variables and their indicators or it could be said that the outer model defines how each indicator is related to other latent variables. The tests carried out on the outer model are reflective indicator tests which consist of convergent validity, discriminant validity, composite reliability, average variance extracted (AVE) tests. The reliability test is strengthened with Cronbach's Alpha. Meanwhile, to test the formative indicators, different test points are carried out for the formative indicators, namely significance of weight and multicollinearity. The following are the results of the multicollinearity test carried out on the variables in the study as follows:

**1. Convergent Validity**

Validity testing using PLS can be seen from convergent and discriminant validity testing. Convergent validity is calculated by looking at the outer loading value > 0.7, so an indicator is declared valid.

**Table 4. 5 Cross Loading Factors for Research Variables**  
Outer Loading

	MOTIVATION (X1)	WORKLOAD (X2)	COMPETENCY (X3)	ORGANIZATIONAL COMMITMENT (Z)	EMPLOYEE PERFORMANCE (Y)
X1.1	0.256				
X1.10	0.450				
X1.11	0.745				
X1.12	0.735				
X1.13	0.903				
X1.14	0.892				
X1.15	0.923				
X1.16	0.167				
X1.3	0.317				
X1.4	0.084				
X1.5	0.286				
X1.6	0.198				
X1.7	0.048				
X1.8	0.150				
X1.9	0.346				
X2.1		0.723			
X2.10		0.790			
X2.11		0.729			
X2.12		0.572			
X2.13		0.598			
X2.14		0.751			
X2.15		0.776			

X2.16		0.780		
X2.2		0.770		
X2.3		0.646		
X2.4		0.815		
X2.5		0.719		
X2.6		0.840		
X2.7		0.886		
X2.8		0.887		
X2.9		0.423		
X3.1		0.538		
X3.10		0.680		
X3.11		0.659		
X3.12		0.436		
X3.3		0.749		
X3.4		0.783		
X3.5		0.865		
X3.6		0.868		
X3.7		0.880		
X3.8		0.827		
X3.9		0.567		
Y1.1				-0.022
Y1.10				0.607
Y1.11				0.566
Y1.12				0.834
Y1.13				0.466
Y1.14				0.463
Y1.15				0.500
Y1.16				-0.220
Y1.2				0.835
Y1.3				0.874
Y1.4				0.835
Y1.5				0.821
Y1.6				0.870
Y1.7				0.800
Y1.8				0.797
Y1.9				0.790
Z1.1			0.398	
Z1.10			0.860	
Z1.11			0.872	
Z1.12			0.824	
Z1.2			0.794	
Z1.3			0.803	
Z1.4			0.659	
Z1.6			0.639	
Z1.7			0.728	
Z1.8			0.843	
Z1.9			0.913	

*Data Source: Primary Data processed, 2024*

Based on table 4.5 above, there are several indicator items whose value is  $<0.7$ , namely Variable X1 (1,3,4,5,6,7,8,9,10,16), Variable X2 (3,9,12,13), Variables Which produces a new Outer Loading value as follows:

**THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE**

*Susilo Budi Hartanto, Ngaliman, Sri Yanti.*

**Table 4. 6 Cross Loading Factor Variables After Drop 2**

	MOTIVATION (X1)	WORKLOAD (X2)	COMPETENCY (X3)	ORGANIZATIONAL COMMITMENT (Z)	EMPLOYEE PERFORMANCE (Y)
X1.11	0.783				
X1.12	0.806				
X1.13	0.906				
X1.14	0.920				
X1.15	0.926				
X2.1		0.713			
X2.10		0.781			
X2.11		0.741			
X2.14		0.741			
X2.15		0.773			
X2.16		0.782			
X2.2		0.778			
X2.4		0.821			
X2.5		0.735			
X2.6		0.857			
X2.7		0.895			
X2.8		0.890			
X3.3			0.736		
X3.4			0.843		
X3.5			0.913		
X3.6			0.904		
X3.7			0.925		
X3.8			0.770		
Y1.12					0.733
Y1.2					0.902
Y1.3					0.902
Y1.4					0.913
Y1.5					0.895
Y1.6					0.922
Y1.7					0.872
Y1.8					0.800
Y1.9					0.833
Z1.10				0.902	
Z1.11				0.899	
Z1.12				0.855	
Z1.2				0.740	
Z1.3				0.759	
Z1.7				0.757	
Z1.8				0.870	
Z1.9				0.931	

Data Source: Primary Data processed, 2024

After dropping 2 instruments, Table 4.6 above can be seen that all outer loading values for this research variable are > 0.7. So it can be said that all statements in this research instrument are valid

**2. Hypothesis Test Analysis**

Internal consistency analysis is a form of reliability used to assess the internal consistency of results on the same test. Internal consistency testing uses composite reliability values with criteria. A

variable is said to be reliable if the composite reliability value is  $> 0.6$ . It can also be strengthened by testing Cronbach's Alpha value  $> 0.7$  so the variable is declared reliable (Ghozali, 2013)

Table 4. 7 Composite Reability, Cronbach's Alpha and AVE

Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
MOTIVATION (X1)	0.919	0.936	0.940	0.757
WORKLOAD (X2)	0.947	0.957	0.953	0.631
COMPETENCY (X3)	0.923	0.945	0.940	0.725
ORGANIZATIONAL COMMITMENT (Z)	0.940	0.946	0.951	0.709
EMPLOYEE PERFORMANCE (Y)	0.958	0.963	0.964	0.749

Data Source: PROCESSED PRIMARY DATA, 2024

Based on Table 4.7 above, it can be seen that for the Cronbach alpha value of all variables  $> 0.7$ , for the composite reliability value  $> 0.6$ , all variables in this study are reliable.

### 3. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the Heterotrait – Monotrait Ratio of Correlation (HTMT) value  $< 0.90$ , then the variable has good discriminant validity (valid).

Table 4. 8 Heterotrait-Monotrait Ratio (HTMT)

Heterotrait-Monotrait Ratio (HTMT)

	WORKLOAD (X2)	EMPLOYEE PERFORMANCE (Y)	ORGANIZATIONAL COMMITMENT (Z)	COMPETENCY (X3)	MOTIVATION (X1)
MOTIVATION (X1)	0.128	0.378	0.257	0.467	
WORKLOAD (X2)					
COMPETENCY (X3)	0.688	0.307	0.511		
ORGANIZATIONAL COMMITMENT (Z)	0.227	0.499			
EMPLOYEE PERFORMANCE (Y)	0.358				

Data Source: PROCESSED PRIMARY DATA, 2024

Based on table 4.8 above, the correlation results between variables have a correlation value of  $< 0.9$ , thus the correlation value of all variables is declared valid.

### 4. Fit Models

Table 4. 9 Model Fit Tests

Fit\_Model

Fit Summary

	Saturated Model	Estimation Model
SRMR	0.082	0.082
d_ ULS	4,744	4,744
d_ G	1,998	1,998
Chi-Square	1844,141	1844,141
NFI	0.712	0.712

Based on table 4.9 above, the SRMR results are  $0.082 < 0.10$ , which means that the model in this research as a whole meets the criteria.

**THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE**

Susilo Budi Hartanto, Ngaliman, Sri Yanti.

**5. Direct Effect Testing**

**Table 4. 10 Direct Effects**

Path Coefficient  
Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
MOTIVATION (X1) -> ORGANIZATIONAL COMMITMENT (Z)	0.963	0.962	0.019	9,535	<b>0,000</b>
WORKLOAD (X2) -> ORGANIZATIONAL COMMITMENT (Z)	0.121	0.130	0.029	4,129	<b>0,000</b>
COMPETENCY (X3) -> ORGANIZATIONAL COMMITMENT (Z)	0.026	0.030	0.028	2,830	<b>0,018</b>
ORGANIZATIONAL COMMITMENT (Z) -> EMPLOYEE PERFORMANCE (Y)	1,489	1,484	0,381	3,912	<b>0,000</b>
MOTIVATION (X1) -> EMPLOYEE PERFORMANCE (Y)	1,040	1,022	0,401	2,595	<b>0,010</b>
WORKLOAD (X2) -> EMPLOYEE PERFORMANCE (Y)	0,207	0,210	0,129	1,607	<b>0,109</b>
COMPETENCY (X3) -> EMPLOYEE PERFORMANCE (Y)	0,081	0,093	0,117	0,692	<b>0,489</b>

Data Source: PROCESSED PRIMARY DATA, 2024

Based on Table 4.10, the test of the Direct Effect above can be described as follows:

- The variable Motivation (X1) on Organizational Commitment (Z) has a p value of  $0.000 < 0.05$  with a t-statistic of  $9.535 > t$ -table value of 1.96, which shows that Motivation has a significant positive influence on Organizational Commitment (Ha1 Accepted).
- The Workload variable (X2) on Organizational Commitment (Z) has a p value of  $0.000 < 0.05$  with a t-statistic of  $4.129 > t$ -table value of 1.96, which shows that Workload has a significant positive influence on Organizational Commitment (Ha2 Accepted).
- The variable Competency (X3) on Organizational Commitment (Z) has a p value of  $0.018 < 0.05$  with a t-statistic of  $2.830 > t$ -table value of 1.96, which shows that Competency has a significant positive influence on Organizational Commitment (Ha3 Accepted).
- The variable Organizational Commitment (Z) on Employee Performance (Y1) has a p value of  $0.000 < 0.05$  with a t-statistic of  $3.912 > t$ -table value of 1.96, which shows that Organizational Commitment has a significant positive influence on Employee Performance (Ha4 Accepted).
- The variable Motivation (X1) on Employee Performance (Y1) has a p value of  $0.010 < 0.05$  with a t-statistic of  $2.595 > t$ -table value of 1.96, which shows that Motivation has a significant positive influence on Employee Performance (Ha5 Accepted).
- The Workload variable (X2) on Employee Performance (Y1) has a p value of  $0.109 > 0.05$  with a t-statistic of  $1.607 < t$ -table value of 1.96, which shows that Workload has an insignificant positive influence on Employee Performance (Ha6 Rejected).
- The Competency variable (X3) on Employee Performance (Y1) has a p value of  $0.489 > 0.05$  with a t-statistic of  $0.692 > t$ -table value of 1.96, which shows that Competency has a positive and non-significant influence on Employee Performance (Ha7 Rejected).



## 6. Coefficient of Determination (R Square)

**Table 4. 12 Coefficients of Determination**

R Square

	R Square	Adjusted R Square
EMPLOYEE PERFORMANCE (Y)	0.378	0.356
ORGANIZATIONAL COMMITMENT (Z)	0.944	0.943

*Data Source: Processed Primary Data, 2024*

1. In the table above, the Adjusted R Square value of the influence of Motivation (X1), Workload (X2) and Competency (X3) on Organizational Commitment (Z) is 0.356, meaning that the influence of Motivation (X1), Workload (X2) and Competency (X3) to Organizational Commitment (Z) is 35.6%. The remaining 64.4% is influenced by other variables outside the variables in this study.
2. Then the Adjusted R Square of the influence of Motivation (X1), Workload (X2), Competency (X3) and Organizational Commitment (Z) on Employee Performance (Y1) is 0.943, meaning the influence of Motivation (X1), Workload (X2), Competency (X3) and Organizational Commitment (Z) to Employee Performance (Y1) is 94.3%. The remaining 5.7% is influenced by other variables outside the variables in this study.

## DISCUSSION

### 1. The Influence of Motivation on Organizational Commitment

Based on the research results in table 4.10 above, the Motivation Variable (X1) on Organizational Commitment (Z) has a p value of  $0.000 < 0.05$  with a t-statistic of  $9.535 > t$ -table value of 1.96, which shows that Motivation has a significant positive influence on Commitment Organization (Ha1 Accepted). Motivation has a significant positive influence on Organizational Commitment. This shows that the higher an employee's motivation, the more committed the employee is to working in the organization.

### 2. The Effect of Workload on Organizational Commitment

Based on the research results in table 4.10 above, the variable Workload (X2) on Organizational Commitment (Z) has a p value of  $0.000 < 0.05$  with a t-statistic of  $4.129 > t$ -table value 1.96, which shows that Workload has a significant positive influence towards Organizational Commitment (Ha2 Accepted). Workload has a significant positive influence on Organizational Commitment. This means that the higher the employee workload that is the responsibility of each employee in an organization, the higher their sense of commitment to the organization.

### 3. The Influence of Competency on Organizational Commitment

Based on the research results in table 4.10 above, Competency has a significant positive influence on Organizational Commitment. Competency (X3) on Organizational Commitment (Z) has a p value of  $0.018 < 0.05$  with a t-statistic of  $2.830 > t$ -table value of 1.96, which shows that Competency has a significant positive influence on Organizational Commitment (Ha3 Accepted).

### 4. The Effect of Organizational Commitment on Employee Performance

Based on the research results in table 4.10 above, Organizational Commitment has a positive and significant influence on Employee Performance. Employees who are committed to the organization have great potential to have good performance for their company. The variable Organizational Commitment (Z) on Employee Performance (Y1) has a p value of  $0.000 < 0.05$  with a t-statistic of  $3.912 > t$ -table value of 1.96, which shows that Organizational Commitment has a

**THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE**

*Susilo Budi Hartanto, Ngaliman, Sri Yanti.*

significant positive influence on Employee Performance (Ha4 Accepted).

**5. The Effect of Motivation on Employee Performance**

Based on the research results in table 4.10 above, Motivation has a Motivational Variable (X1) on Employee Performance (Y1) which has a p value of  $0.010 < 0.05$  with a t-statistic of  $2.595 > t$ -table value of 1.96, which shows that Motivation has a significant positive influence on Employee Performance (Ha5 Accepted).

**6. The Effect of Workload on Employee Performance**

Based on the research results in table 4.10 above, Workload has an insignificant positive influence on Employee Performance. The Workload variable (X2) on Employee Performance (Y1) has a p value of  $0.109 > 0.05$  with a t-statistic of  $1.607 < t$ -table value of 1.96, which shows that Workload has an insignificant positive influence on Employee Performance (Ha6 Rejected). An unbalanced or too heavy workload can have an insignificant effect on employee performance.

**7. The Influence of Competency on Employee Performance**

Based on the research results in table 4.10 above, Competency has an insignificant positive influence on Employee Performance. The Competency variable (X3) on Employee Performance (Y1) has a p value of  $0.489 > 0.05$  with a t-statistic of  $0.692 > t$ -table value of 1.96, which shows that Competency has a significant positive influence on Employee Performance (Ha7 Rejected). The competencies possessed by employees are indeed important, but in some cases, competencies can have an insignificant influence on employee performance as in the results of this research.

**8. Organizational Commitment mediates the influence of Motivation on Employee Performance**

Based on the research results in table 4.11 above, Organizational Commitment has a positive and significant influence in mediating Motivation on Employee Performance. Organizational commitment can act as a mediator in the relationship between employee motivation and performance, strengthening the positive influence of motivation on performance. The variable Organizational Commitment (Z) mediates the influence of Motivation (X1) on Employee Performance (Y1) has a p value of  $0.000 < 0.05$  with a t-statistic of  $3.917 < t$ -table value of 1.96, so Organizational Commitment has a significant positive influence on.

**9. Organizational Commitment mediates the influence of Workload on Employee Performance**

Based on the research results in table 4.11 above, Organizational Commitment has a positive and significant influence in mediating Workload on Employee Performance. This statement implies that Organizational Commitment has an important mediating role in the relationship between Workload and Employee Performance, with a positive and significant influence. The variable Organizational Commitment (Z) mediates the influence of Workload (X2) on Employee Performance (Y1) has a p value of  $0.018 < 0.05$  with a t-statistic of  $2.375 > t$ -table value of 1.96, so Organizational Commitment has a positive and insignificant effect in mediating Workload on Employee Performance (Ha9 Accepted).

**10. Organizational Commitment mediates the influence of Competency on Employee Performance**

Based on the research results in table 4.11 above, Organizational Commitment has a negative and insignificant influence in mediating Competency on Employee Performance. From the calculation results obtained, it shows that the indirect influence of Competency through Organizational Commitment is smaller than the direct influence on Employee Performance. These results indicate that

Competency has an insignificant negative effect on Employee Performance through satisfaction as an intervening variable.

## 5. CONCLUSION

The results of the findings of data analysis in discussion and hypothesis testing can be concluded as follows:

1. Motivation has a significant positive influence on Organizational Commitment. This happens because motivated employees tend to work harder and more efficiently. They are more likely to achieve or even exceed the targets set by the organization.
2. Workload has a significant positive influence on Organizational Commitment. A challenging workload can create a dynamic and enthusiastic work environment. Employees who work in a dynamic environment tend to be more engaged and committed to organizational goals.
3. Competency has a significant positive influence on Organizational Commitment. Competent employees tend to have higher self-confidence in completing their tasks. This self-confidence makes them more independent and proactive, which increases their sense of ownership and commitment to the organization.
4. Organizational Commitment has a significant positive influence on Employee Performance. Employees who have high commitment to the organization tend to encourage them to try harder, resulting in better performance.
5. Motivation has a significant positive influence on employee performance. Motivated employees are more likely to do a good job and meet or even exceed expected standards.
6. Workload has an insignificant positive influence on employee performance. Overworked employees may not have enough time or energy to ensure that their work is done well.
7. Competency has an insignificant positive influence on employee performance. High competency does not always guarantee high performance if employees are not placed according to their competency and do not get the necessary support from management and co-workers.
8. Organizational Commitment has a significant positive influence in mediating Motivation on Employee Performance. Motivated employees tend to identify more easily with the goals and values of the organization.
9. Organizational Commitment has a positive and significant influence in mediating Workload on Employee Performance. Employees who have a high commitment to the organization are better able to overcome heavy workloads and maintain good performance because they feel supported, motivated and satisfied with their work.
10. Organizational Commitment has a negative and insignificant influence in mediating Competency on Employee Performance. Thus, although organizational commitment is important, in some situations, employee competence may have a considerable direct impact on performance, without requiring significant mediation from organizational commitment.

## Suggestion

1. To increase motivation, it is important for organizations to continue to motivate employees through various strategies, including rewards, recognition, development opportunities, and creating a positive work environment.
2. To maintain workload balance, it is important for management to ensure that the workload given to employees is in accordance with their abilities and is equipped with adequate support.
3. To improve Competency, Use employee surveys, supervisor feedback, and competency assessments to identify training needs.
4. To increase Organizational Commitment, implement various strategies that focus on creating a positive, supportive and motivating work environment and provide rewards and recognition for employee achievements and contributions, both individually and in teams.
5. To increase motivation in employee performance, focus on increasing job satisfaction through

***THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE***

*Susilo Budi Hartanto, Ngaliman, Sri Yanti.*

- welfare programs, such as mental health, physical health and social activities. And improve Work Quality: Make work more interesting and rewarding to increase satisfaction and motivation.
6. To improve workload balance on employee performance. To improve workload management so that it has a positive impact on employee performance, it is important to implement strategies that ensure workload is managed effectively and in balance. Evaluate the relationship between workload and performance to determine whether current workload supports or hinders performance gains
  7. To increase competency in employee performance, set specific and measurable competency development goals for each employee. Conduct regular assessments of employee competency and performance to assess the progress and effectiveness of development programs.
  8. To increase motivation in employee performance through employee organizational commitment, an effective way to do this is to hold social activities and team building events to strengthen relationships between employees and increase team spirit. You can also implement a reward system that provides incentives to employees who show high commitment and achieve good performance.
  9. To improve the balance of Workload on Employee Performance through employee Organizational Commitment, an effective way that can be done is to provide flexibility, reduce work stress, create a safe, comfortable and exciting environment for employees. And ensure that the workload is distributed fairly among employees and avoid excessive workload which can reduce employee commitment in the company which will also reduce their performance.
  10. To increase competency in employee performance through employee organizational commitment, an effective way that can be done is to provide opportunities for employees to apply newly learned skills in relevant projects or tasks that will increase their satisfaction at work and provide constructive support and feedback to ensure effective implementation of new skills in real work situations. And build an organizational culture that supports learning and skills development as well as continuous competency improvement. Encourage employees to take initiative in their personal development. As well as clarity in career development.

**REFERENCES**

- Aima, H., Adam, R., & Ali, H. (2017). Model of Employee Performance: Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Leadership*, 5(5), 49-59.
- Arifin, MZ, Alhabsji, T., & Utami, HN (2016). The Influence of Workload and Compensation on Organizational Commitment in Efforts to Improve Employee Performance (Study of Implementing Level Employees of Perum Jasa Tirta I in the Brantas and Bengawan Solo River Regions). *Journal of Business and Management*, 3(2).
- Bruggen, A. (2015). An empirical investigation of the relationship between workload and performance. *Management Decision*, 53(10), 2377-2389.
- Cesário, F., & Chambel, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152-158.
- Chien, G.C., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 473-495
- Dani, AR, & Mujannah, S. (2021). The Influence of Servant Leadership, Workload and Creativity on the Performance of Bangkalan Madura Regency Transportation Service Employees with Organizational Commitment as an Intervening Variable. *Mahardhika Media*, 19(3), 434-445.

- Djohan, DP, & Surya, IBK (2023). The Influence of Competency, Organizational Commitment and Career Development on Employee Performance. *E-Journal of Management*, 12(2), 159-178.
- Firmansyah, D., Andiani, NY, Pranajaya, E., & Setiawan, T. (2021). The Impact of Work Motivation, Workload, Organizational Commitment and Employee Diversity on Employee Performance (Study at UPK DBM Lengkong Sukabumi). *SULTANIST: Journal of Management and Finance*, 9(1), 14-24.
- Hatna, AF, Satato, YR, & Mistriani, N. (2016). The Influence of Competency and Individual Characteristics on Employee Performance Mediated by Organizational Commitment at the Women's Community Empowerment and Family Planning Agency of Rembang Regency. *Journal of Vision Management (JVM)*, 1(3).
- Hamzah B. Uno. 2016. *Motivation Theory and Its Measurement*. Literary Earth. Jakarta.
- Ibrahim, M., Saputra, J., Adam, M., & Yunus, M. (2022). Organizational culture, employee motivation, workload and employee performance: A mediating role of communication. *WSEAS Transactions on Business and Economics*, 19, 54-61.
- Indrajaya, Y. (2022). The Influence of Competency and Workload on Employee Performance Through Work Motivation at Pt. Tractorindo Mitra Utama Mojokerto. *Journal of Business Managerial*, 6(1), 73-82.
- Jan, RH, & Hasan, F. (2020). The Influence of Competency on Organizational Commitment in State Islamic Religious Universities in Eastern Indonesia. *Gorontalo Management Research*, 3(1), 176-190.
- Juniati, FS (2018). The Effect of Workload on Employee Performance Through Organizational Commitment as an Intervening Variable Case Study at Pt Sinar Sosro Kpb Mojokerto. *Journal of Management Science*, 6, 148-156.
- Kadir, M. (2022). The Influence of HR Competency and Workload on Employee Performance Through Organizational Commitment in the Scope of Population Control and Family Planning Service Employees in Parepare City (Doctoral dissertation, Hasanuddin University).
- Ministry of Home Affairs, Minister of Home Affairs Regulation Number 12 of 2008. in [jasa.bandaacehkota.go.id](http://jasa.bandaacehkota.go.id). Downloaded on January 17 2018
- Decree of the Minister of Administrative and Administrative Reform Number: KEP/75/M.PAN/7/2004 concerning Guidelines for Calculating Employee Needs Based on Workload in the Context of Preparing Civil Servant Formations. in [www.kejaksaan.go.id](http://www.kejaksaan.go.id). Downloaded on January 17 2018.
- Kolibáčová, G. (2014). The relationship between competency and performance. *Acta universitatis agriculturae et silviculturae mendeliana brunensis*, 62(6), 1315-1327.
- Mangkunegara, Anwar Prabu. (2014). *HR Performance Evaluation*. Bandung: PT Refika Aditama.
- Nababan, FL, Sembiring, B., Bancin, L., Sianturi, L., & Tanjung, MA (2020). The Influence of Leadership, Motivation and Competence on Employee Performance at PT Intertama Trikencana Bersinar Medan. *Journal of Darma Agung*, 28(3), 496–506
- Government Regulation (PP) no. 30 of 2015 concerning the Seventeenth Amendment to Government Regulation Number 7 of 1977 concerning Civil Servant Salary Regulations, Pub. L.No. 30, Government Regulation (PP) no. 30 of 2015 concerning the Seventeenth Amendment to Government Regulation Number 7 of 1977 concerning Civil Servant Salary Regulations (2015).
- Republic of Indonesia Government Regulation Number 49 of 2018 concerning Management of Government Employees with Employment Agreements, (2018).
- Pramono, A., & Pratama, RRG (2020). The Influence of Employee Competency and Organizational Commitment on Employee Performance at the Pesawaran Regency Industry and Trade Service. *Journal of Relevance: Economics, Management and Business*, 4(2), 1-13.
- Rachmaniah, R. (2022). The Influence of Work Discipline and Work Motivation on Employee Performance with Organizational Commitment as an Intervening Variable. *Managerial Journal*, 9(03), 351-368.

***THE INFLUENCE OF MOTIVATION, WORKLOAD AND COMPETENCY ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE IN THE RIAU ISLANDS PROVINCIAL HEALTH OFFICE***

*Susilo Budi Hartanto, Ngaliman, Sri Yanti.*

- Rafiei, M., Amini, M., & Foroozandeh, N. (2014). Studying the impact of organizational commitment on job performance. *Management science letters*, 4(8), 1841-1848.
- Rizal, M., Idrus, MS, & Djumahir, MR (2014). Effect of compensation on motivation, organizational commitment and employee performance (studies at local revenue management in Kendari city). *International journal of business and management invention*, 3(2), 64-79.
- Sari, PI, Marbawi, M., & Murhaban, M. (2020). The Influence of Competency and Work Motivation on Teacher Performance with Organizational Commitment as an Intervening Variable at SMK 1 Lhoksukon. *J-MIND (Indonesian Management Journal)*, 4(2), 67-77.
- Sinambela, Lijan Poltak. (2018). *Human Resource Management*. Jakarta: PT Bumi Aksara.
- Siregar, Syofian. (2013). *Parametric Statistics for Quantitative Research*. Jakarta: PT Bumi Aksara.
- Sopiah & Etta. (2018). *Strategic Human Resource Management*. Yogyakarta: V Andi Offset.
- Sugiyono. (2013). *Educational Research Methods*. Bandung: Alfabeta
- Sutrisno, Eyd. (2013). *Human Resource Management*. Jakarta: Kencana Prenada Media Group.
- Suwatno and Donni Juni Priansa, *HR Management in Public and Business Organizations*, (Bandung: Alfabeta, 2016), p. 250-251.
- Trisnadewi, NKA, & Suputra, GA (2023). The Influence of Work Motivation, Competence and Organizational Commitment on Employee Performance. *WidyaAmrita: Journal of Management, Entrepreneurship and Tourism*, 3(6), 1231-1242.
- Twalib, MH, & Kariuki, MM (2020). Influence of motivation on employee performance at Telkom Kenya limited. *International Journal of Business Social Sciences & Education*, 2(11), 421-431.
- Wibowo, *Behavior in Organizations*, (Jakarta: PT Raja Grafindo Persada, 2013) p. 2-3
- Wijaya, CH (2017). *Organizational Behavior*. Medan: Indonesian Educational Development Concern Institute (LPPPI).
- Yosepha, SY, & Erwanto, YA (2024). The Influence of Competence, Organizational Commitment, and Work Motivation on the Performance of Jakarta Class Iia Narcotics Prison Employees. *Post-Scientia Solar Management Scientific Journal*, 13(1).
- Zysman, J., & Costinot, A. (2022). THE INFLUENCE OF WORK DISCIPLINE AND WORKLOAD ON EMPLOYEE PERFORMANCE (Study on Community Empowerment for Health Service Employees At California District). *MEDALION JOURNAL: Medical Research, Nursing, Health and Midwife Participation*, 3(1), 19-32.
- Ristati, Alisa Adelena, Marzuki, & Muttaqien. (2024). THE EFFECT OF FINANCIAL ATTITUDE, FINANCIAL KNOWLEDGE, AND LOCUS OF CONTROL ON FINANCIAL MANAGEMENT BEHAVIOR (Study On Students of Management Department, Faculty of Economics and Business, Malikussaleh University). *MORFAI JOURNAL*, 4(1), 131–138. <https://doi.org/10.54443/morfai.v4i1.1527>
- Lily Andari Mukhtar, Chairil Akhyar, Muttaqien, & Nurlela. (2024). Financial Performance Analysis Of Fund Allocation Management Villages Based On Degree Of Decentralization Ratio, Independence Ratio, Effectiveness Ratio And Growth Ratio In Adang Buom Village Alor Regency, East Nusa Tenggara Province. *Journal of Accounting Research, Utility Finance and Digital Assets*, 2(4), 1052–1058. <https://doi.org/10.54443/jaruda.v2i4.153>