



The Influence Of Workload And Competence On Employee Performance With Motivation As A Mediating Variable

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ABSTRACT

This study examines the influence of workload and competence on employee performance, with work motivation as a mediating variable. Conducted at the Department of Communication, Informatics, Statistics, and Encryption in Lubuklinggau City, the research was motivated by persistent performance issues, including low accountability, excessive workload pressure, and inadequate motivation and competence among staff. A quantitative approach was adopted, involving 47 employees as the sample. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares method via SmartPLS 4.0. The results demonstrate that both workload and competence have a significant positive effect on employee performance. Additionally, work motivation partially mediates the relationship between workload, competence, and performance, emphasizing the importance of intrinsic factors in enhancing job outcomes. The study's main limitation is its small sample size and focus on a single institution, which limits the generalizability of the findings. Theoretically, the research contributes to the public sector literature by reinforcing the linkage between individual capabilities, motivation, and performance. Practically, it provides a foundation for developing human resource strategies. The study's lies in integrating work motivation as a mediating construct in the relationship between workload, competence, and performance within a technology driven public agency.

INTRODUCTION

Human resources include both cognitive science and motivation. HR personnel focuses on labor, but now they realize employees are multilayered, meaning that they think, feel, and

have motivations. Human resources are the most important asset in an organization. They need to be properly managed in order to fulfill and maximize operational processes. People are the most important asset to an organization as they need to be managed properly to maximize the performance of the organization. While management lend their ears and listen to officials concerns, workers too are human and they think and feel (Mahfouz et al., 2021)

To properly use human capital in an organization, the aspects that influences an employee performance need to be clearly defined. Their motivation, workload, and competence all determine the type quality of performance handed in the organization. An employee either overworked or underworked suffers from mundane, unskilled, monotonous tasks or being burnt out crafting. In simple terms, workload can either enable or disable productivity Ali et al. 2022; Cheema et al., 2021). In addition, motivation both externally and internally, plays an important role in engagement as well as productivity of an organization (Kurnia & Hendriani, 2023)

Most importantly, motivation acts as a mediator that connects workload and competence to performance results. Aim of recognition, autonomy akin to providing freedom and rewarding meaningful participation fosters improved performance under organizational frameworks, retrospective to previous Biswakarma & Kadayat, (2023) and Nguyen et al., (2022) feedback. Their recognition and autonomy arthropologies stand as focal spheres where public sector institutions, due to the biological rigidity of their bureaucratic frameworks and resource shortages, become direly limited and critical to work within. An underdeveloped range of branches in the growing academic pool of literature surrounding employee performance focuses on public technology organizations and public centers, solely on the mediating role of motivation in the competency performance workload nexus.

The research problem aims to address the comparison between motivation as a mediating variable, with workload and competence acting directly acting alongside employee performance. Covering these aims, the theoretical contributions enrich the models of human resource systems in the public sector. Earning policy aims that seek to improve the strategic governance of human resources stand as practical implications of the completion of these broad objectives and research, set to fuel the aspirations to refining the high-performance culture.

LITERATURE REVIEW

Employee Performance

The productivity of public workers is especially pertinent in the case of effective governance. In a broad sense, performance is the outcome of an employee's efforts and is assessed in terms of the outcome's quality, quantity, timeliness, cooperation, and attainment of the organizational objectives (Sinaj et al., 2024). As a performance manifestation, achievement is the outcome of a process which measures certain benchmarks and standards (Oncioiu et al., 2021).

In the public sector, performance management is also regarded as a unique area of focus. Effectuation of management systems is focused on maximizing results, efficiency, and effectiveness within the organization (Sinaj et al., 2024). As an example, the application of performance management in public sectors improved governance in Albania (Sinaj et al., 2024). In the public sector in Tanzania, however, accountability and transparency are also important factors that influence public sector financial performance alongside financial reporting (Lyezia & Kapaya, 2024).

Besides the management elements, the human resources of the public sector are also important in determining the results. A study conducted in Oman shows that political factors, together with human resources management systems, contribute to a worker's output (Ajaham & Hamid, 2023). This shows that there is a need to have proper selection systems and also assistance for the workers to perform their roles to mitigate negative external influences (Ajaham & Hamid, 2023).

In the same context, transformational leadership is also acknowledged as one of the major factors for motivating performance of public employees. Leadership that motivates and drives creativity can improve interactions among the members of the team, thus enhancing performance at the organization level. A workload is defined as the total amount of tasks, responsibilities, or work in collection with each individual or a unit in a defined time period. It is quantitatively measured as the number of tasks in a given time period. Hidayat et al., (2022) proposed this measure of workload. This concept measures a balance between workload and the available time, and in certain scenarios, people may be overloaded with work which would lead to stress or burn out. Thielmann et al., (2021), and Neto & Amaral, (2020) describe the psychological consequences of workload the most.

Different fields lack standardized definitions, demonstrating the gap in defining the complexity of workload. In the medical field, for example, workload is sometimes considered the equilibrium of task demands and one's ability to address them (Thielmann et al., 2021). Additionally, the evidence suggests an imbalance of workload within the healthcare system is linked to increased physiological strain and poor health outcomes (Neto & Amaral, 2020).

Moreover, research conducted on mental workload reveals that it has to do with the cognitive resources that are drawn upon when one engages with a task (Fan et al., 2020). This aligns with recent theories that mental workload is the use of a limited cognitive resource during a task, shaped by various environmental and situational factors (Fan et al., 2020). This understanding helps in recognizing cognitive overload or underload, while also highlighting the need to control workload in order to enhance performance and safety, especially in critical settings like healthcare and emergency services (Almukhtar et al., 2024).

From a conceptual point of view, workload is definable from multiple angles, for instance: cognitive workload and task management (Fan et al., 2020). There is an increasing collection of evidence that suggests that these workload interventions, which are aimed at demand balancing, are likely to have a positive impact on overall workplace satisfaction, performance, and health (Ošťádal et al., 2023). An example of this evidence is effective workload balance in clinical environments has been associated with a greater reduction in physician burnout and an improvement in patient care and operational efficiency. In brief, comprehending and balancing workload is important in all fields, especially in high-stress areas like healthcare. The integration of workload with mental processes and its effects on output underscores the importance of formulating policies to evaluate and optimize workload effectively.

Competence

Competence is the combination of one's knowledge, skills, and personal qualities, as well as the ability to effectively perform tasks and functions. This is aligned with the definition of competence as important to both the individual and the organization. With regard to the different roles an individual performs, competence entails the attributes and skills defined as a potent factor of good results. It is important that competence also entails the attributes and skills that an individual possesses and is capable of acquiring in the course of professionally executing his or her duties and functions in line with the goals and standards of the organization (Sedyastuti et al., 2021). Specifically, competence is in a person's abilities and skills that are able to be refined through education and training to achieve set objectives in an organization, especially in providing services and lowering operational costs (Sedyastuti et al., (2021), Wong, (2020)

The impact of competence goes much further than the individual it matters for organizational effectiveness and organization competitiveness in a changing marketplace. Achieving a higher degree of competence not only boosts an individual's performance but also strengthens the organizational capability in achieving strategic objectives. Body of research acknowledges a wide range of competencies, such as technical and interpersonal attributes, critical and analytical thinking as well as commutations for complex work situations (Wong,

2020); Salman et al., (2020). For instance, technical competencies include job specific knowledge, and human relations competencies consist of interpersonal skills needed for teamwork (Wong, 2020).

Also, the literature stresses that competence is not a static trait, but a dynamic attribute that develops over time with experience and in relation to environmental demands. Individual competencies encompass a wide range of skills, including technical and domain specific competencies, as well as soft skills such as empathy and communication (Salman et al., 2020). Additionally, personal factors such as character, level of motivation, and emotional intelligence also enhance a person's effectiveness. This shows the complex relationship between cognitive and emotional skills with a person's professional success and career achievement (Yaccob et al., 2021).

In some areas of practice such as healthcare and in project management, the literature and practice literature shows that competence correlates positively in areas like patient safety, project success, and overall performance. Well-defined competencies in nursing have been associated with enhanced patient care and safety culture within health care institutions, demonstrating that increased organizational competence can lead to improved performance in the organization, also in project management, competencies in leadership, management, and technical skills have been recognized as fundamental to the successful execution of a project and satisfaction of the stakeholders.

To wrap it up, the blending of knowledge, skills, and personal character traits into the idea of competence is critical for self and business. Exercising the ability to adapt and develop competencies for the shifting environment not only enriches personal career paths, it also builds organizational sturdiness and makes it more competitive. In the modern world, the never end quest for personal growth along with pursuing business goals is imperative for success.

Motivation

The word motivation comes from the Latin term *move*, which means either to move or to drive. In the case of management, motivation is associated with human resources, particularly with the employees or subordinates. It shows the internal urge or motivation that moves person to act, work together, and perform work functions enthusiastically and optimally for personal as well as organizational objectives (Praditya et al., 2024).

Motivation within organizations is a key factor, as heightened motivation typically leads to greater employee effectiveness and productivity. Motivated employees are more likely to strive towards their set goals and further develop new skills that will improve productivity (Yusup & Maulani, 2023). For example, in a research conducted by (Praditya et al., 2024), it was shown that motivation achieved by doing certain tasks improves performance of the employees significantly. Further, evidence also exist that motivation, when well managed alongside employee productivity, gives results that are higher than expectations which, in fact, motivates the employee to work (Subha & Bhattacharya, 2022; Yusup & Maulani, 2023).

While examining the training-motivation connection, it has been proven that training increases an employee's motivation, which, in turn, enhances performance. According to Al-kharabsheh et al., (2023), motivation serves as an important mediating variable that helps in the impact of digital training on an employee's performance. Yusup & Maulani, (2023) has also stressed that transformational leadership influences employee motivation in relation to organizational objective attainment.

Looking at it as a whole, the organizational culture, leadership, and compensation are also identified as motivators and performance enhancers. Motivation is often regarded as the missing link between organizational culture and employee performance (Riyanto et al., 2021); (Bhakuni & Saxena, 2023). Motivation is recognition, rewards, and fair pay and, in turn, influences performance outcomes (Hartono et al., 2021). From the practitioner perspective, (Dewi & Sukarno, 2021) proved that motivation is a strong mediator of the organizational culture

and work environment relationship that drives employee performance. In general, motivation helps boost performance and also helps sync individual endeavors with the expectations of the specific organization. Therefore, an understanding of motivating employees adequately is essential for the managers who desire better performance and productivity for the organization.

METHODS

This study, we implement a quantitative associative design with a causal approach in the study of the relationship among three variables: the independent variables of the organizational culture and information technology, a mediating variable of work discipline, and the employee performance as the dependent variable. The goal is to identify the direct and indirect effects of the variables with SEM analysis through SmartPLS 4.0 software. The study concentrates on the employees of the Department of Communication, Informatics, Statistics, and Encryption of Lubuklinggau City and uses a complete population of 47 respondents, which are 23 civil servants and 24 non-civil servants. Because of the small population, a saturated sampling method was utilized where every individual is the participant.

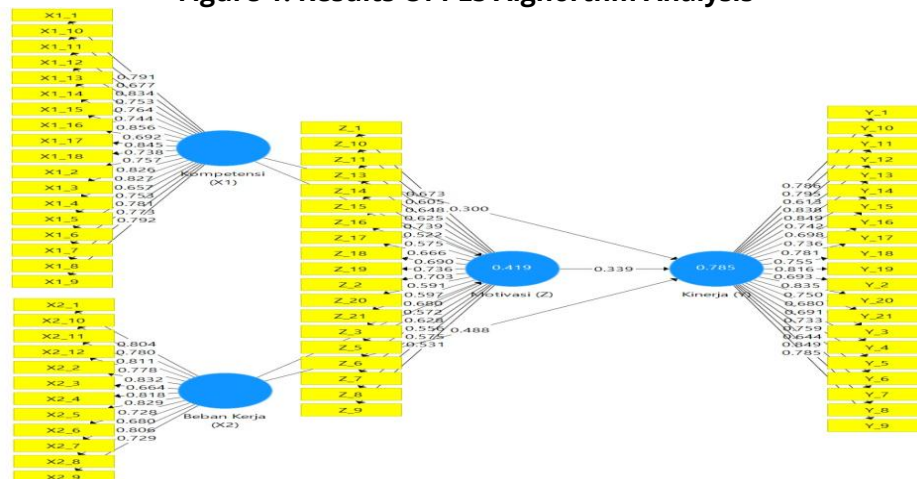
The methods include direct observation, administering the closed questionnaires to capture the respondents' points of view concerning the variables, and documentation of relevant supporting data. The integration is needed to strengthen the data and add to the perspectives on the constructs, which is beneficial for analysis (R. Hidayat & Wulandari, 2022). With regard to SEM, it is specifically designed for this type of study because it allows estimation of intricate relationships between latent variables. It is important to note that SEM leverages both latent and manifest variables, which makes it a flexible instrument to model causality in social science domains (R. Hidayat & Wulandari, 2022). As a result of the consolidating nature of SEM, which combines both direct and indirect relationships, greater understanding is achieved regarding organizational behavior in line with the framework of causal inference which focuses on identifying causal pathways instead of mere correlation.

Measurement Model (Outer Model) and Structural Model (Inner Model) evaluations, along with Path Analysis and Hypothesis Testing, rely on the established standards of causal inference ((R. Hidayat & Wulandari, 2022). It is vital to resolve the biases that confounding variables can introduce, obscuring the actual causal relationships which is the focus of the concern due to the lack of confounder identification in observational studies. Therefore, being able to properly specify the models along with the necessary assumptions for causal inference is essential in obtaining credible results. As we have seen, this research seeks to shed light on the relationship between culture in the organization, IT, work ethic, and employee performance, as well as confirming the direct and indirect influence paths with SEM. Proper data collection systems and analysis are expected to yield findings that are significant in the field of management but also provide strong basis for causation research in the future.

RESULTS

Measurement Evaluation Results (*Outer Model*)

This study employed the SEM approach assisted by SmartPLS version 4.0. We carried out outer model testing to evaluate the accuracy of the indicators' representation of latent constructs in terms of both validity and reliability. Assessment of the measurement model was done with the PLS algorithm. The subsequent figure presents a visualization of the measurement model with the validity and reliability evaluation;

Figure 1. Results Of PLS Alghorthm Analysis

In assessing convergent validity by analyzing individual item reliability, the standardized loading factor is used. The standardized loading factor indicates how each measurement item, or indicator, is associated with its respective construct. The Outer Model evaluation consists of the following:

Convergent Validity

Convergent validity is confirmed when an indicator's outer loading value surpasses 0.50. In this study, all outer loading results are presented in the table below. Based on the results, all correlation values surpass the minimum threshold which suggests each indicator is a representative of the intended construct. Evaluation of the measurement model in the PLS method showed all outer loading values for the indicators of each construct were above 0.50. Therefore, the indicators are accepted for the next stage of analysis as they significantly explain the latent variables.

Discriminant Validity

The assessment of cross loading values of indicators with the corresponding indicators and constructs is what cross loading and indicator correlation is described as. This correlation of a construct with its indicators and with indicators from other constructs is termed as cross loading. A measurement model has adequate discriminant validity if each indicator relates the most with its corresponding construct as opposed to other constructs. Based on the data processing results from SmartPLS 4.0, it was seen that all indicators show the highest correlation with the constructs they represent. This demonstrates that all constructs have passed the requirements for discriminant validity, with all indicators being more accurate and representative of their constructs.

Average Variance Extracted (AVE)

A construct is said to have good convergent validity if the AVE value is greater than the correlation to other constructs in the model and greater than the threshold value of 0.50. The following table presents the outcomes pertaining to the computations of the model's AVE values used in this study. All constructs have AVE values supporting the criteria thus, confirming the achievement of convergent validity for each construct analyzed.

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Competence (X1)	0.896
Workload (X2)	0.798

Performance (Y)	0.672
Motivation (Z)	0.697

Source: SmartPLS Data Processing Results 2025

From the SmartPLS results, it can be seen that all constructed competencies including competence (X1), workload (X2), employee performance (Y), and motivation (Z) have the AVE values above 0.50. This confirms that the constructs are able to exhibit enough convergent validity (Hair et al., 2021). The next step is to check if these square root AVE values are greater than the correlation coefficients between constructs within the model. The comparison is shown in the following table.

Table 2. Correlation Values Between Constructs With AVE Square Root Values

Variable	Workload (X2)	Performance (Y)	Competence (X1)	Motivation (Z)
Workload (X2)	0.774			
Performance (Y)	0.738	0.757		
Competence (X1)	0.229	0.574	0.772	
Motivation (Z)	0.535	0.744	0.478	0.630

Source: SmartPLS Data Processing Results 2025

The AVE values' square roots for every construct exceed the AVE values computed for the correlating constructs. Therefore, all constructs within the scope of this research model fulfill the requirements of discriminant validity.

Composite Reliability

Besides reviewing convergent validity and discriminant validity, the outer model is also scrutinized for the constructs or latent variables reliability which is often gauged by composite reliability. A construct is considered reliable when its composite reliability is greater than the benchmark 0.70 (Hair et al., 2019). The findings for composite reliability produced by SmartPLS are shown in the table below:

Table 3. Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Information
Competence (X1)	0.960	0.964	Reliabel
Workload (X2)	0.938	0.947	Reliabel
Performance (Y)	0.962	0.965	Reliabel
Motivation (Z)	0.915	0.925	Reliabel

Source: SmartPLS Data Processing Results 2025

Referring to the table above, all the variables with their Cronbach's alpha and composite reliability values seem to surpass the least boundary of 0.70. This confirms that the items used to measure competence (X1), workload (X2), employee performance (Y), and motivation (Z) are internally consistent and reliable. In addition, the analysis of the outer model confirms that the measurement model fulfills the validity and reliability benchmarks, thus, the measurement model is considered valid from statistical and theoretical perspectives.

Structural Model Testing (Inner Model)

After validating that the model estimation fulfills all the necessary benchmarks for discriminant validity, the next thing to do is evaluate the structural model (Inner Model). Inner model assessment involves the relationships between latent (hidden) constructs and their interdependencies, which in most cases are represented by R-squared (R^2) values, estimated path coefficients, and their significance levels. The R^2 values indicate the proportion of the variance in the endogenous (dependent) constructs that is accounted for by the exogenous (independent) constructs, thus indicating the model's explanatory power. R-squared values for the current study are presented in the following table:

Table 4. R-Square Value

Variable	R Square	R Square Adjusted
Performance (Y)	0.785	0.769
Motivation (Z)	0.419	0.393

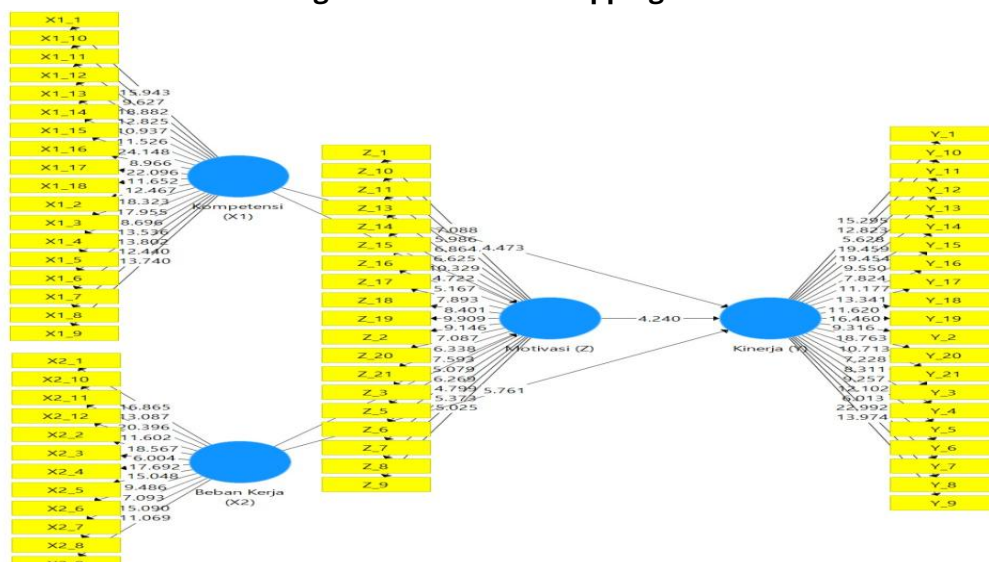
Source: SmartPLS Data Processing Results 2025

Referring to the R-squared values in the table, competence and workload together explain 78.5% of the variance in the employee performance construct, leaving 21.5% to be explained by factors not analyzed in this study. The R-squared value for the motivation construct also shows that competence and workload explain only 41.8% of its variance, while 58.2% is driven by factors not considered in this research. Though these values indicate that the model has a significant degree of explanatory power, this also suggests that many other factors, not analyzed in this research, could be critical for understanding performance and motivation.

Path Analysis

The analysis of the data can be used to resolve the hypotheses put forward for this study. Hypothesis testing was done by analyzing the T-statistics and P-values computed from model estimation. A hypothesis is said to be statistically supported when the T-statistic is more than the critical value and the P-value is lower than 0.05. In this research, the bootstrap resampling technique was utilized as demonstrated in Figure 2, to improve the estimation of the path coefficients' precision and strengthen the robustness of the results. The application of bootstrapping is helpful in addressing the concerns of possible non-normal data distribution, which is characteristic of social science research that employs PLS-SEM.

Figure 2. Pls Bootstrapping Results



The outcomes of the bootstrapping procedure which focuses on data non-normality issues as displayed in the figure is discussed in Figure 2. An inner model evaluation was performed for every subclass in the model and estimated for every subclass in terms of the Relationships' impact on the the model. These results are discussed in the Path Coefficient Table where the relationships are tested between the constructs and evaluated through p-values and T-statistics. The estimated path coefficients evaluated are tested with the mentioned indicators. The summaries of the hypothesis testing performed at bootstrapping are described as follows:

Table 5. Hypothesis Test Results (Path Coefficient)

Hipotesis	T Statistics (O/STDEV)	P Values
Competence (X1) -> Performance (Y)	4.473	0.000
Workload (X2) -> Performance (Y)	5.761	0.000
Competence (X1) -> Motivation (Z) -> Performance (Y)	2.694	0.007
Workload (X2) -> Motivation (Z) -> Performance (Y)	3.233	0.001

Source: SmartPLS Data Processing Results 2025

The data assessment in this case indicates that there are important connections between competence, workload, and employee performance, validating all hypothesized relationships. The first hypothesis which states that competence impacts employee performance positively was validated by a p-value of 0.000, which is fully supported by earlier studies that emphasized that having competence drives performance ((Sabil et al., 2024; Kadir, 2023). In the same way, the second hypothesis which states that "workload impacts performance positively provided that it is controlled should also be validated" was accepted with a p-value of 0.000 in agreement with Wijayanto & Riani, (2021). Work motivation played an important role as a mediating variable in these relationships. The third hypothesis, which tested the motivational effect of competence and performance, also produced affirmative outcomes ($p = 0.007$), thus confirming a pervasive literature that motivational factors positively perform (Kadir, 2023). Finally, the fourth hypothesis, which states that motivation mediates the impact of workload on performance, also stood supported ($p = 0.001$), consistent with studies that emphasized motivation's function in impact workload optimization (Natalia, 2023); (Agussalim et al., 2023). As a whole, the literature documents which focus on performance have added value with these findings into the management of the workforce by revealing the relations between employee performance with motivation, and workload.

DISCUSSION

Competence Influences Employee Performance

As shown in the structural model analysis with PLS-SEM, competence considerably shapes employee performance as shown with the p-value of 0.000. This illustrates how in competence assists in improving employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Lubuk Linggau City. For public organizations as competence entails more than just technical capabilities. It includes management, communication, IT, understanding applicable laws, and public service standards. This supports the competency theory, which shows that an individual's knowledge, skills, attitude, values, and motivation are directly tied to exceptional performance in the job. Employees with high competence are more equipped to execute the policies, apply technology, achieve preset targets, and provide quality services within the stipulated timelines. On the other hand, low competence leads to delays, reduced initiative, dwindling service standards, and tarnishing the organization's image.

Workload Influences Employee Performance

In regard to testing a structural model using Partial Least Squares Structural Equation Modeling (PLS-SEM), the workload variable has a significant effect on employee performance with a p-value under 0.05. This confirms workload directly affects employee performance at the Department of Communication, Informatics, Statistics, and Encryption of Lubuk Linggau City and highlights the significant influence of workload on performance outcomes.

Work tasks that are less complex increase focus, organization, and motivation, and a high degree of difficulty within tasks leads to mental or physical exhaustion, which in turn, lowers performance (Janib et al., 2021). This also supports the hypothesis that a workload has an effect on an individual's performance, since increased demands can result in greater job stress and failure to attain goals. To sum up, the PLS-SEM findings highlight the interaction between workload and employee performance, as well as reinforcing work stress theories. It was found that encouraging an optimal workload will improve performance and satisfaction at work.

The Mediating Role of Work Motivation in the Effect of Workload on Employee Performance

Work motivation significantly mediates the relationship between competence and performance at the Department of Communication, Informatics, Statistics, and Encryption of Lubuk Linggau City with a p-value of 0.007. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), it was found that competence greatly impacts performance with a defined p-value. Employees at the Department of Communication, Informatics, Statistics, and Encryption of Lubuk Linggau City perform better when their competence motivates them, and that motivation improves their performance down the line, demonstrating the improvement is not simply due to outside performance. Competence improves motivation and improves performance those with greater motivation generally function better and are more effective and confident (Wijayanti & Sari, 2023; Wijayanto & Riani, 2021).

This result aligns with Self Determination Theory (SDT), a psychological framework proposing that fulfilling basic psychological needs, like competence, enhances intrinsic motivation by bolstering confidence and autonomy, thereby increasing participation (Kadir, 2023, Syaifullah et al., (2022). Spencer and Spencer (2024) also note how motivation is bolstered by competence. Supportive studies have also confirmed that employees with job-aligned competencies exhibit higher motivation than those lacking the requisite skills (Hidayat et al., 2024); (Mulyani & Nurhadian, 2023).

At the Department of Communication, Informatics, Statistics, and Encryption of Lubuk Linggau City Lubuk Linggau, an employee's key responsibilities include a blend of information technology, public service, and data analysis. For such positions, comprehensive technical and managerial insights, as well as strong people skills, boost employees' motivation, and ability to meet set performance goals. This research underlines the importance of training and development to improve motivation and performance of an organization and its employees.

CONCLUSION

Considering the results of the path coefficient analysis and respective p-values, we can derive a few insights concerning the relations between competence, workload, work motivation, and employee performance, with regard to competence, it has a direct positive impact on employee performance with a p value of 0.000 below the 5% significance level. This illustrates that competence is positively correlated with employee performance, the workload variable also has a direct positive impact on employee performance as evidenced by a p value of 0.000. This means that a proper workload will bolster performance by sharpening focus, responsibility and overall engagement with the activities at hand, competence also positively impacts employee performance indirectly through work motivation with a p value of 0.007, which confirms

motivation's mediating role, employees with higher competence tend to have greater motivation which subsequently results in better performance. Lastly, workload also has a positive indirect impact on employee performance through work motivation with a p value of 0.001. This means that when workload can be construed as both manageable and meaningful, it enhances motivation that subsequently improves performance. In general, the results illuminate the significance of both competence and workload, not only as direct influences of performance, but also as important motivators of work motivation, which in turn affects employee performance.

SUGGESTION

To begin with, the research was constrained because the sample size just included 47 workers from the Department of Communication, Informatics, Statistics and Encryption of the Lubuk Linggau City, which may limit the extent of the findings to other institutions or sectors. Also, the angle of the research did not capture in detail the qualitative aspects of the employee perception, personal experiences with the workload, insights on overarching views on competence. Furthermore, in this study, the issue of employee performance was considered in relation to the motivate, competence, and the work motivation. Other relevant factors such as leadership style and organizational culture were not considered in the study.

RESEARCH TRANSPARENCY AND ETHICS STATEMENTS

1. Author Contributions:

YN: Conceptualization, Methodology, Data Collection, Data Analysis,

MY: Writing – Original Draft, Visualization, Review and Editing

S: Writing – Original Draft, Visualization, Review and Editing

2. Funding:

No funding: This research and publication of the article received no specific funding from any party.

3. Conflict of Interest:

No conflict of interest: The authors declare that they have no conflict of interest related to the research and publication of this article.

4. Research Ethics:

The study did not involve any intervention, biological specimens, vulnerable groups, or sensitive personal data. Participation was voluntary, and the confidentiality of the respondents was maintained.

5. Use of Artificial Intelligence (AI):

No use of ai. The authors declare that generative ai was not used in the preparation of this article.

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