

# **The Role of Work Motivation in Mediating the Effect of Competence on Employee Performance at Health Equipment and Facilities Security Office Health Facilities**

**Yunita Nursyahmi, Erwansyah, Husni Muharram Ritonga**

## **Abstract**

Employee performance is an important factor in supporting the success of public agencies, particularly the Medan Health Equipment and Facility Safety Agency (BPAFK), which is directly responsible for public safety and health. Employee competence is one of the main determinants of performance, but its influence is not always direct and can be affected by work motivation. This study aims to analyze the influence of competence on employee performance with work motivation as a mediating variable at BPAFK Medan. This study uses a quantitative approach with a survey method. The research population consists of all 81 employees of BPAFK Medan, all of whom were included in the sample (saturated sample). Primary data were collected through questionnaires and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS. The results show that competency has a positive and significant effect on employee performance and work motivation. Work motivation is also proven to have a positive and significant effect on employee performance. In addition, work motivation acts as a significant mediating variable in the relationship between competency and employee performance. These findings indicate that employee competency will be more optimal in improving performance when supported by high work motivation. This study provides practical implications for the leadership of BPAFK Medan to improve employee performance through strengthening competencies accompanied by efforts to increase work motivation, such as continuous training, employee placement according to interests and abilities, and the creation of a supportive work environment.

**Keywords:** Competence, Work Motivation, Employee Performance

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## Introduction

Employee performance is a strategic factor in determining the success of public organizations, especially those that have direct responsibility for public safety and health. The Medan Health Equipment and Facility Safety Agency (BPAFK) plays an important role in supervising, testing, and ensuring the quality of health equipment and facilities in order to protect the public from the risks of using substandard medical equipment. Therefore, BPAFK employees are required to work professionally, meticulously, and responsibly so that all organizational tasks and functions can be carried out optimally.

One of the main factors influencing employee performance is competence. Competence reflects the abilities of employees, including knowledge, skills, attitudes, and work experience relevant to the tasks at hand. Employees with a high level of competence tend to be able to carry out their work effectively, produce good quality work, and make the right decisions when faced with technical problems in the field. However, the competence possessed by employees does not necessarily automatically result in optimal performance if it is not accompanied by internal motivation to work to the best of their ability.

In this context, work motivation becomes an important factor that drives employee behavior. Work motivation is an internal and external drive that influences the enthusiasm, commitment, and willingness of employees to exert their best abilities in carrying out their duties. Employees with high work motivation tend to be more disciplined, proactive, and responsible in completing their work, thereby contributing positively to improved performance. Conversely, low work motivation can result in employees' competencies not being utilized optimally.

The relationship between competence and employee performance is not always direct, but can be influenced by the level of employee work motivation. Good competencies can increase self-confidence, satisfaction, and meaning in work, which in turn encourages work motivation. It is this work motivation that then plays a role in directing employee competencies to be manifested in productive and results-oriented work behavior. Thus, work motivation has the potential to be a mediating variable that bridges the influence of competencies on employee performance.

Although various studies have examined the influence of competence on employee performance, studies that specifically place work motivation as a mediating variable, especially in technical agencies in the health sector such as BPAFK Medan, are still relatively limited. The characteristics of the job, which demand high accuracy, high work risks, and strict professionalism, make work motivation an important factor in optimizing employee competence. These conditions indicate the need for research that can explain the mechanism of how competence affects employee performance through work motivation.

Based on this description, research entitled "The Role of Work Motivation in Mediating the Influence of Competence on Employee Performance at the Medan Health Equipment and Facility Safety Center" is important to conduct. This research is expected to contribute theoretically to the development of public sector human resource management studies and provide practical recommendations for the leadership of the Medan Health Equipment and Facility Security Center in designing strategies to improve employee performance through the continuous strengthening of competency and work motivation.

## Literature Review Employee Performance Definition of Employee Performance

According to Rahman & Lataruva (2023), employee performance is defined as the extent to which an employee is able to achieve expected results or meet established standards in the context of their work. Measurement includes productivity, work quality, compliance with policies, creativity, initiative, attendance, and contribution to the achievement of organizational goals.

## Factors Affecting Employee Performance

Rahman & Lataruva (2023) state that employee performance is influenced by several main factors originating from individuals and the organizational environment. These factors include:

### 1) Employee Abilities and Competencies

Refers to the knowledge, skills, experience, and technical abilities possessed by employees to complete tasks. The higher the competence, the better the quality and productivity of the employees' work.

### 2) Work Motivation

Motivation, both intrinsic and extrinsic, greatly determines the level of effort and sincerity of employees in their work. Motivated employees tend to be more disciplined, responsible, and achieve optimal work results.

### 3) Work Discipline

Employees' adherence to rules, procedures, working hours, and operational standards set by the organization. Rahman & Lataruva emphasize that discipline is an important factor that determines stability and consistency in performance.

### 4) Work Environment

The work environment includes physical conditions (workspace, facilities, lighting) and non-physical conditions (interpersonal relationships, communication, and organizational culture). A conducive work environment increases comfort and productivity.

### 5) Leadership Style

The way leaders give direction, support, and supervision greatly affects employee behavior and performance. Effective leadership can increase work enthusiasm and minimize operational obstacles.

### 6) Reward and Compensation System

Fair and proportional rewards (both financial and non-financial) encourage employees to work to their full potential. The right reward system can increase loyalty and performance.

## Performance Indicators

Rahman & Lataruva (2023) employee performance can be assessed through several key indicators, including:

### 1) Quality of Work

Assessing the level of precision, neatness, accuracy, and conformity of work results with the standards set by the organization.

### 2) Quantity of Work

Measuring the amount of work that employees can complete in a certain period, including productivity levels.

### 3) Timeliness

Describes an employee's ability to complete work within deadlines, including speed in responding to tasks.

### 4) Initiative

Assessing employees' ability to make decisions, complete work without being told, and proactively solve problems.

### 5) Teamwork

Measuring employees' ability to collaborate, communicate, and maintain harmonious working relationships within the team.

### 6) Responsibility

Assessing the extent to which employees demonstrate a sense of responsibility for their tasks, uphold the trust placed in them, and perform their roles in line with the organization's expectations.

## Work Motivation Understanding Work Motivation

According to Vo et al., 2022, work motivation is a drive that stems from individual needs (competence, autonomy, social relations) that encourages productive and effective individual work behavior.

### Indicators of Work Motivation

The indicators of work motivation according to Vo et al., 2022 are as follows:

- 1) Competence  
Refers to an individual's ability to perform tasks well and feel capable of mastering their work. In this study, competence is measured through "highest level of education achieved" as a proxy.
- 2) Autonomy  
Refers to individual freedom and control over how they perform their work, namely the ability to make their own decisions and have choices at work.
- 3) Social connectedness  
Refers to the individual's need to feel connected, accepted, and have positive relationships with others in the work environment, for example, feeling that they belong to a group, are supported by coworkers, and have a sense of social belonging.

### Competence Definition of Competence

According to Nurjaya et al. (2021), competence is a person's ability to perform their job based on their skills, knowledge, creativity, and experience, enabling them to produce the expected performance.

### Competency Indicators

Competency indicators according to Nurjaya et al. (2021)

- 1) Knowledge  
Knowledge is the information, insights, theories, concepts, and procedures that an employee must master in order to perform their job effectively.
- 2) Understanding  
Understanding is an employee's ability to interpret, explain, and apply knowledge in a work context.
- 3) Values  
Values are the principles, ethics, or beliefs that form the basis of a person's work.
- 4) Skills  
Skills are the technical and non-technical abilities used to complete work efficiently.
- 5) Attitude  
Attitude is the behavioral tendencies demonstrated by employees in their work.
- 6) Interest  
Interest is an individual's motivation or attraction to the work being done.

### Conceptual Framework

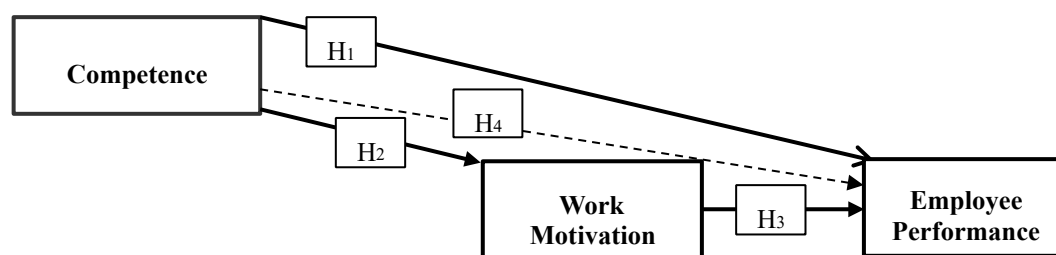


**Figure 1. Conceptual Framework Research Hypothesis**

- H<sub>1</sub> : Competence has a positive and significant effect on employee performance at the Medan Health Equipment and Facility Security Center.
- H<sub>2</sub> : Competence has a positive and significant effect on work motivation at the Medan Health Equipment and Facility Safety Center.
- H<sub>3</sub> : Work motivation has a positive and significant effect on employee performance at the Medan Health Equipment and Facility Security Center.
- H<sub>4</sub> : Competence has a positive and significant effect on employee performance through work motivation at the Medan Health Equipment and Facility Security Center.

**Research Methodology Type of Research**

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing the role of work motivation in mediating the influence of competence on employee performance at the Medan Health Equipment and Facility Security Center.

**Research Location and Time**

The research location was at the Medan Health Equipment and Facility Security Center, located at Jl. KH. Wahid Hasyim No. 15, Medan. The research was conducted over a period of 3 months, from October to December 2025.

**Population and Sample**

According to Sugiyono (2022), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions are drawn. In this study, the population consists of all employees at the Medan Health Equipment and Facility Safety Center located at Jl. KH. Wahid Hasyim No. 15 Medan, totaling 81 people. Due to the small population size, the entire population was used as the sample, which is more commonly known as a saturated sample.

**Research Data Sources**

The data source used in this study is primary data.

**Results Outer Model Analysis**

Outer Model Analysis using the PLS Algorithm yielded the following results:

**Validity Test Table 1. Outer Loadings Values**

|      | Competence | Employee Performance | Job Motivation |
|------|------------|----------------------|----------------|
| X1.1 | 0.861      |                      |                |
| X1.2 | 0.882      |                      |                |
| X1.3 | 0.871      |                      |                |
| X1.4 | 0.893      |                      |                |
| X1.5 | 0.877      |                      |                |
|      | Competence | Employee Performance | Job Motivation |
| X1.6 | 0.857      |                      |                |

|     |  |       |       |
|-----|--|-------|-------|
| Y.1 |  | 0.825 |       |
| Y.2 |  | 0.804 |       |
| Y.3 |  | 0.863 |       |
| Y.4 |  | 0.744 |       |
| Y.5 |  | 0.842 |       |
| Y.6 |  | 0.890 |       |
| Y.7 |  | 0.893 |       |
| Z.1 |  |       | 0.785 |
| Z.2 |  |       | 0.874 |
| Z.3 |  |       | 0.822 |

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value  $\geq 0.70$ . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

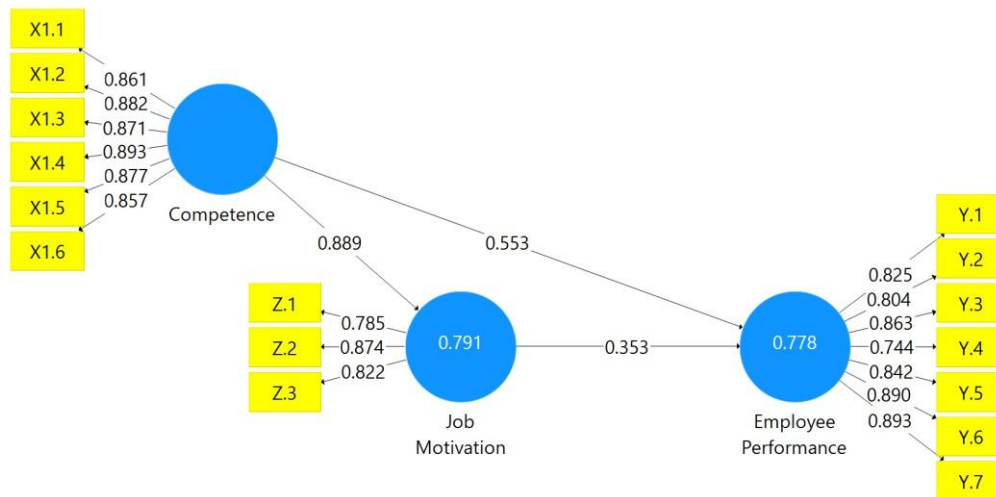


Figure 1. Outer Loading Reliability Test

Table 2. Construct Reliability and Validity Test

|                      | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----------------------|------------------|-------|-----------------------|----------------------------------|
| Competence           | 0.938            | 0.940 | 0.951                 | 0.763                            |
| Employee Performance | 0.929            | 0.935 | 0.943                 | 0.703                            |
| Job Motivation       | 0.769            | 0.769 | 0.867                 | 0.685                            |

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

**Coefficient of Determination ( $R^2$ )**

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS. Table 3. R Square Results

|                      | R Square | Adjusted R-Square |
|----------------------|----------|-------------------|
| Job Motivation       | 0.791    | 0.789             |
| Employee Performance | 0.778    | 0.773             |

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work motivation variable, the R square value is 0.791, meaning that the influence of competence is 0.791 or 79.1%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.778, meaning that competency and work motivation account for 0.778 or 77.8%, with the remainder attributable to other variables outside the model.

**Structural Model Testing (Inner Model) Hypothesis Testing Direct Influence Between Variables**

The direct effect between variables can be seen in the path coefficients. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

|                                        | Original Sample | T Statistics | P Values | Conclusion |
|----------------------------------------|-----------------|--------------|----------|------------|
| Competence -> Employee Performance     | 0.553           | 3.954        | 0.000    | Accepted   |
| Competence -> Job Motivation           | 0.889           | 47,243       | 0        | Accepted   |
| Job Motivation -> Employee Performance | 0.353           | 2,616        | 0.009    | Accepted   |

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Competence has a positive and significant effect on employee performance with a t-statistic value of 3.954 above 1.96 and a significance of 0.000 below 0.05, meaning that competence has a real effect on employee performance because the significance value is below 0.05 . The results of this study are not in line with the results of previous studies, namely that competence has a positive and significant effect on employee performance (Mesra et al., 2024).
2. Competence has a positive and significant effect on work motivation with a t-statistic value of 47.243 above 1.96 and a significance of 0.000 below 0.05, meaning that competence has a significant effect on work motivation because the significance value is below 0.05. The results of this study are in line with previous studies, namely that competence has a positive and significant effect on work motivation (Sihombing et al., 2025).
3. Work motivation has a positive and significant effect on employee performance with a tstatistic value of 2.616 above 1.96 and a significance of 0.009 below 0.05, meaning that work motivation has a significant effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work motivation has a positive and significant effect on employee performance (Siahaan et al., 2022; Tarigan & Anwar, 2024; Kibar et al., 2023).

### Indirect Influence Between Variables

The indirect effect between variables can be seen in the specific indirect effects value. The data analysis results show the indirect effect value in Table 5 below.

|                                                      | Original Sample | T Statistics | P Values | Conclusion |
|------------------------------------------------------|-----------------|--------------|----------|------------|
| Competence -> Job Motivation -> Employee Performance | 0.314           | 2.594        | 0.010    | Accepted   |

Table  
5. Specific Indirect Effects (Indirect Effects)

Source:

Smart PLS, 2025

Table 5 shows the indirect effect between variables, namely: competence has a positive and significant effect on employee performance through work motivation with a t-statistic value of 2.594 above 1.96 and a significance value of 0.010 below 0.05, meaning that work motivation acts as an intervening variable between competence and employee performance.

### Conclusion

1. Competence has a positive and significant effect on employee performance at the Medan Health Equipment and Facility Security Center.
2. Competence has a positive and significant effect on work motivation at the Medan Health Equipment and Facility Security Center.
3. Work motivation has a positive and significant effect on employee performance at the Medan Health Equipment and Facility Security Center.
4. Competence has a positive and significant effect on employee performance through work motivation at the Medan Health Equipment and Facility Security Center.

### Recommendations

1. Employee performance with the lowest score was "I comply with working hours and disciplinary regulations applicable in the institution." Therefore, the recommendation is that the Medan Health Equipment and Facility Security Center needs to implement a work discipline system that is integrated with competence and compensation, for example, by making compliance with working hours and regulations a performance indicator that affects the provision of incentives, so as to increase work motivation and have an impact on improving employee performance.
2. Work motivation with the lowest score being "I feel I have sufficient ability to do my job well." The Medan Health Equipment and Facility Security Center needs to organize continuous and job-based competency training and development so that employee abilities can be improved, work motivation can be maintained, and employee performance can be optimized.
3. Competency with the lowest score was "I have a high interest in the work I am currently doing." The Medan Health Equipment and Facility Safety Center needs to improve employee placement in accordance with their competencies and work interests, accompanied by the provision of proportional challenges and task variations, so that employee motivation and interest remain high, thereby positively impacting performance improvement.

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