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The Role of Work Discipline as A Moderate in The Relationship Motivation, Competency and Workload on Employee Performance

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This study aims to empirically analyze the influence of competence, motivation, and workload on employee performance with work discipline as a moderation variable. This research was conducted at the Kampar Regency Regional Secretariat involving 178 respondents who were selected as a sample. The data analysis technique used is Structural Equation Modeling (SEM) with the help of SmartPLS software. The results of this study show that competence and motivation have a significant influence on work discipline. Work discipline, in turn, has a significant impact on employee performance. In addition, workload is also found to have a significant influence on employee performance, both directly and indirectly through work discipline. In this study, work discipline plays a role as a moderation variable that strengthens the relationship between competence, motivation, and workload and employee performance. These findings highlight the importance of work discipline in the process of improving employee performance, where competence and motivation are the main driving factors that contribute to optimal performance. The practical implications of this study show that organizations, especially management, need to pay attention to the development of employee competencies and motivation as well as effective workload management. This is important to ensure that work discipline can be optimized as a moderation factor in improving employee performance. With the right strategy, organizations can achieve better performance improvements and support the achievement of strategic goals.

Keywords: Competency, Employee Performance, Work Discipline, Workload, Work Motivation

Introduction

In an organization, human resources have a particularly strategic function, meaning that people are essential to carrying out tasks that lead to the achievement of predefined objectives. Consequently, in order to develop excellent and high-performing human resources, firms must value every part of their workforce (Bruce, 2013; Garaika et al, 2020). For each firm, employee performance is a critical component. An employee's behaviour at work is reflected in his performance, which is based on his position within the company. Employee performance is significantly impacted by the relationship between motivation and competence. Yani et al (2024), namely that the two interact with each other to increase productivity Herlina (2019) Partially, motivation is the most dominant variable influencing employee performance (Kariyamin, 2020). Competency, which includes skills and knowledge, plays an important role in determining an employee's ability to carry out their duties well. Meanwhile, motivation functions as a driving force that directs employees to try harder to achieve organizational goals. Research shows that employees

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who have high competence tend to be more motivated, and conversely, good motivation can increase the application of competence at work. The results of a study by Masruroh et al. (2023) indicate that competence has a positive effect on employee performance through motivation as a mediating variable, indicating that developing competence and increasing motivation must be the main focus in human resource management to achieve optimal performance (Masruroh, R., Komarudin & Fatimah, 2023). In connection with organizational performance achievements, one of the key elements that might motivate a worker to produce is their motivation. According to Robbins and Mary (2010), motivation is the willingness of a person to put in significant effort in order to accomplish organizational goals.

Motivation propels an individual to perform tasks in order to achieve optimal outcomes. It follows that high work motivation and good performance are not surprising traits in employees (Mangkunegara, 2011). In addition to motivation, staff competency is necessary for the organization to achieve its goals. Competency is the capacity to carry out a task based on knowledge and abilities and backed by the work ethic that the profession requires. Wibowo (2010). Therefore, apart from competence, the division of employee workload also needs to be paid attention to by superiors.

This study takes a context at the Kampar Regency Regional Secretariat, which consists of twelve sections. Based on the data obtained, it is known that employee performance achievements in agencies have not been optimal, meaning that in one budget year not all programs and activities can be carried out as previously targeted. If this continues continuously, then development implementation will not be optimal. Many factors can influence employee performance, one of which is work motivation. From employee absenteeism data in the last year, it shows an increase. This indicates employee work motivation. Research by Iskandar and Sembada (2012), Setiawan (2013) and Wijaya and Andreani (2015) states that motivation has a positive influence on employee performance. This is different from research by Munparidi (2012) which shows that motivation has a negative effect on employee performance, while Dhermawan, et al (2012) and Sari (2014) state that motivation has no effect on employee performance. The second factor that influences performance is employee competence. One indicator of employee competency is education level. Employees who have low competence will hinder the completion of work and reduce the quality of work results. Previous research has proven that there is a positive influence between competency on employee performance (Yunus, 2012 and Rudlia, 2016). Research by Dhermawan, et al. (2012) showed different results, namely that competence had no effect on employee performance.

The condition at the Kampar Regency Regional Secretariat is that there is still a lack of efforts to increase employee competency, especially increasing employee professionalism so that employee productivity or performance decreases. This can be seen from the results of interviews with several employees, where employee development in the context of increasing competency has not received serious attention from the leadership, only a small number have received permission to study from the leadership, the placement of employees in positions is not appropriate, currently if you look there are still employees who occupying a position is not in accordance with the formal education they have. The third factor that influences employee performance is workload. The workload received by employees can have a positive effect (Astianto & Suprihhadi, 2014; Adityawarman et al, 2015) and can also have a negative effect (Iskandar & Sembada, 2012) on employee performance depending on the perception of each employee. Therefore, workload needs to be taken into account in analyzing factors that influence employee performance and considering work discipline as a moderating variable.

Determination of employee workload at the Kampar Regency Regional Secretariat is based on Employee Work Targets (SKP) prepared by each employee. This has been regulated in Kampar Regent Regulation Number 43 of 2018 concerning Evaluation of Civil Servant Work Performance within the Kampar Regency Government. So what becomes the workload for these employees is the target stated in the SKP that they prepare. Several previous studies showed inconsistent results,

namely research conducted by Wiratama and Sintaasih (2013), Istikomah, et al (2014) and Tongo (2014) which showed that work discipline had a positive effect on employee performance. The results of this research are inconsistent with research conducted by Setiawan (2013) and Sari (2014) which stated that work discipline has no effect on employee performance. Basuki and Saputra (2017), in their research concluded that work discipline can be a moderating variable.

Based on several research results above and the inconsistency of research results regarding factors that influence employee performance such as work motivation, competence and work discipline, employee performance problems at the Kampar Regency Secretariat require further research. According to Iskandar and Sembada (2012), Astianto and Suprihhadi (2014) and Adityawarman, et al (2015) that workload also influences employee performance. The inconsistencies in research results investigate other factors, namely work discipline, which is a moderator which can strengthen the relationship between work motivation, competence and workload on employee performance. The higher the employee's work discipline, the more effective work motivation will be in improving optimal performance. This is supported by Murti and Srimulyani (2013) who found that work motivation has a significant influence on employee performance, and work discipline increases the effectiveness of this relationship.

Therefore, this research aims to empirically test the direct relationship between motivation, competency and workload on employee performance, and the indirect influence by proving the role of work discipline as a moderator of the relationship between motivation, competency and workload on employee performance in government employees at the Regional Secretariat. Kampar Regency.

The motivation process depends on the understanding between needs, drives and incentives. This need is created when there is no physiological or psychological balance. Although psychological needs may be deficiency-based, sometimes they are not. Both drives are formed to reduce needs. Motivation is given to employees as a driving force that creates enthusiasm for employees to work together, work effectively and be integrated to achieve agency goals. Furthermore, Wibowo (2016), motivation is the encouragement of a series of human behavioral processes in achieving goals which contain elements including the elements of generating, directing, maintaining, showing intensity, being continuous and having a goal. According to Yayat (2017), work motivation is the conduct and circumstances that affect how workers behave in relation to their jobs. In order to accomplish organizational objectives, motivation is a process that demonstrates each person's fervours, focus, and perseverance. Rizal (2016) stated a person's performance is also influenced by their motivation at work. The degree to which someone is motivated affects how well they do, so in this context, motivation is defined as actions that produce, direct, and sustain human behaviour—a topic of great importance.

Maslow's theory in Donni (2016), highlights the tiers that exist within the philosophy of motivation for an individual. Accordingly, the second need will take precedence over the first if the first has been met. In addition, the third level need emerges and so on if the second need is met. Motivation indicators are interests, attitudes, needs and enthusiasm for work, (Sedarmayanti , 2018) . Furthermore, according to Nyoto (2019), organizations have made many efforts to build competency models to identify the main capabilities needed by organizations in order to succeed and compete more in the future. Employers gain from the application of competencies since it provides them with an enhanced and advanced method for managing, evaluating, and enhancing the quality of their workforce. According to Sedarmayanti (2018), competence is a fundamental quality that refers to an individual's underlying traits that are associated with how well they perform individually at work. The four primary elements of competency formation are an individual's knowledge base, their aptitude, their experience, and their unique behaviour.

According to Samsudin (2018), competences are made up of certain critical behaviours required to fulfil specific tasks and result in acceptable work performance. When employees perform their jobs, they typically exhibit this behaviour on a regular basis. An inability to perform

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tasks at work cannot be justified by behaviour that lacks intention and purpose. According to Donni (2016), competence is the behavioural aspect of a leader's or staff member's excellence or proficiency in terms of skills, knowledge, and behaviour. Competence is influenced by abilities, knowledge, experience, analysis, and self-concept (Akasa, 2018). According to Nyoto (2019), a number of intricate factors, both internal and external, affect how much work is done and how well a person performs. External variables are defined as a person's workload that comes from sources outside of his body and affects how he performs his responsibilities and functions inside the company. As per Yayat (2017), workload can be defined as the difference between the maximal mental load that an individual can have when motivated and the workload needs of a task. Everything that reflects the volume or complexity of an individual's work is referred to as their workload. The three main aspects that impact mental workload are: an individual's mental effort in managing a job, which includes the type of work, the work environment, response time, available completion time, and individual considerations.

Sondang (2016), the workload experienced by a worker can be in the form of physical burden, mental/psychological burden or social/moral burden arising from the work environment. The workload is designed according to the workers' physical and mental abilities and limitations. Therefore, information about workload obtained through measurements is important. Sutrisno (2017), workload is defined as workload in the form of the length of time (hours and days) of employees required to achieve the output, so that it can be seen in which types of work negative deviations occur or according to standards. Suntoyo (2017), discipline is a management action to encourage organizational members to fulfill the demands of various provisions. The process towards this direction is closely related to the development of human resources (Jatiningrum et al, 2024)

Work disciplined is a strength that comes from within the individual and leads to his willing adaptation to rules, regulations, and the high standards of work and behavior expected of him by the organization. Additionally, work discipline is a strategy that managers use to engage with staff members in an attempt to raise awareness and willingness to abide by all organizational rules and relevant social standards, according to Rivai (2018). According to Sondang (2016), discipline is a type of training that aims to enhance and mold workers' knowledge, attitudes, and behavior so that workers willingly want to collaborate with one another and increase performance. A state known as discipline forces or encourages workers to act and do all tasks in compliance with set standards or guidelines. Even a skilled worker won't be able to do the best work possible without strong work discipline. According to Sutrisno (2017), discipline demonstrates the state or mindset of respect that staff members have for company policies and correctness. Maintaining employee discipline will help the organization reach its goals more quickly, whereas a lack of discipline will make it more difficult to do so.

According to Hasibuan (2018), the following factors affect work discipline: A company's capacity to maintain excellent discipline is influenced by a number of factors, including ability, absenteeism, compensation (wage and benefits), justice, waskat (attached supervision), punishments, firmness, and positive employee relations. The following elements affect work discipline: presence, deterrent effect, toughness, punishments, and awareness (Wibowo, 2016). The evaluation of civil servant performance is a crucial phase in the cycle of resource development that is conducted in an impartial, quantifiable, accountable, participatory, and transparent manner. According to Nyoto (2019), performance appraisal is a formal, structured process that is used to measure, evaluate, and affect work-related characteristics, conduct, and outcomes, such as absenteeism rates. Sutrisno (2017), worker productivity is determined by the quality, quantity, cooperation, and working conditions of a worker's job.

According to Sutrisno (2017), employee performance is the outcome of their labor when seen from the perspectives of quantity, quality, working hours, and collaboration to meet organizational objectives. The actual performance of employees is discussed and evaluated over a specific time

period in accordance with relevant law regulations. Work standards in government organizations are determined by applicable legislation from both the national and local governments. Key elements of employee performance—effectiveness and efficiency, authority and responsibility, work discipline, and initiative—are constructed from the perspectives of each expert. Performance is an expression of skill, ability, or ability itself rather than an individual trait like talent or ability. Performance is the ability shown through actual labor. Performance is the outcome of an employee's labor in completing assignments and work that comes from the company. Both employers and employees would like to see improved performance. Maximum goal achievement, according to Suntoyo (2017), is the outcome of strong team or individual performance. Eight performance evaluations are available: appraiser, gather data, work results, An employee who is eligible for assessment is one who is evaluated by an appraiser, who records performance, makes decisions, and compares the appraised performance to the standards of his superior on a regular basis.

Previous studies, such as those conducted by Indria and Sugiyanto (2021), found that work competency and leadership style have a significant impact on the performance of state civil servants in the Civil Service Bureau of the Secretariat General of the Ministry of Agriculture of the Republic of Indonesia. Additionally, work competency and leadership style have a significant impact on the performance of state civil servants in the Environment and Personnel Bureau of the Secretariat General of the Ministry of Agriculture of the Republic of Indonesia.

According to Merrita et al. (2020), commitment, job motivation, and organizational culture all have an impact on PPL PNS employees' performance at the Bojonegoro Agriculture Service. Employee performance is influenced by dedication, job motivation, and organizational culture. According to Henry's research (2020), proficiency, discipline, and organizational culture all have a major impact on worker performance at the North Labuhanbatu Regency Agriculture Service. The South Barito Regency Food Security, Agriculture, and Fisheries Service employees' performance is significantly impacted by organizational culture; employee performance is significantly impacted by work motivation; and employee performance is significantly impacted by both organizational culture and work motivation, according to Arsulawareni (2020).

Syamsir (2019) found that competency has a significant impact on the performance of employees at the Selayar Islands Regency Agriculture and Food Security Service; motivation significantly influences employee performance; leadership has a notable effect on employee performance; and that competence, motivation, and leadership collectively have a significant effect on employee performance. Research by Achmad et al. (2018) concluded that motivation influences work discipline; competence influences work discipline; motivation influences employee performance; competence influences employee performance; work discipline influences employee performance; and motivation influences employee performance through work discipline. Competence affects employee performance through work discipline. The model in this research is as can be seen in Figure 1:
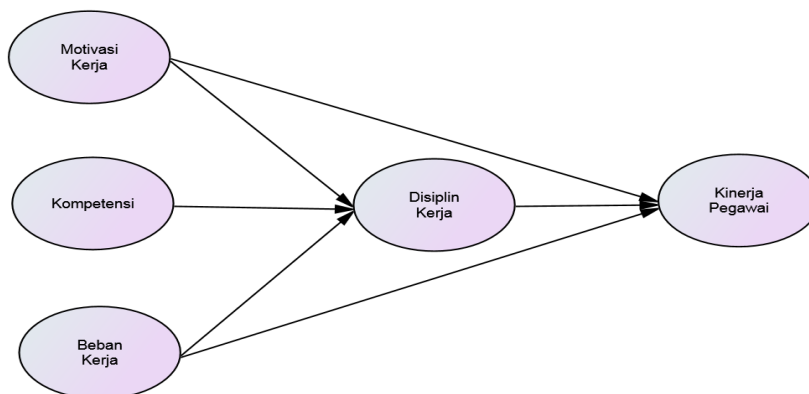

Figure 1. Research Model

The hypothesis in this research is as follows:

H1   Work motivation has a direct influence on work discipline at the Kampar Regency Regional Secretariat.

H2   Competence has a direct influence on work discipline at the Kampar Regency Regional Secretariat.

H3   Workload has a direct influence on work discipline at the Kampar Regency Regional Secretariat.

H4   Work motivation has a direct effect on employee performance.

H5   Competence has a direct effect on employee performance.

H6   Workload has a direct effect on employee performance.

H7   Work discipline has a direct effect on employee performance.

H8   Work motivation has an indirect effect on employee performance with the work discipline variable as a moderating.

H9   Competence has an indirect effect on employee performance with the work discipline variable as a moderating.

H10   Workload has an indirect effect on employee performance with the work discipline variable as a moderating.

Methods
Data and Sample

This research is *exploratory research* , namely trying to find relatively new relationships. This research was carried out at the Kampar Regency Regional Secretariat which is located on Jalan HR . Soebrantas Number 101 Bangkinang City, Kampar Regency . The types of data used are primary data and secondary data obtained by observation, questionnaires, interviews and documentation methods. The population in this study were all employees at the Kampar Regency Regional Secretaria. The total sample is 178 people. This sampling technique using *Census Method.* Employee at and all of them were used as samples. A *census method* is a comprehensive approach to data collection in which information is gathered from every member of a defined population. This method is also known as "complete enumeration" or "100% enumeration," and it is often employed for demographic studies, such as national population censuses (Cham, 2019).

Variables and Variable Measurement

This research uses independent variables, which are *motivation, competence* and *workload*. Work Motivation (X1) variables are measured by 1) Intrinsic Motivation and 2) Extrinsic Motivation. This dimension refers to motivation that comes from within the individual (intrinsic) and from external factors such as appreciation or recognition (extrinsic). Research by Howard et al. (2022) used the Multidimensional Work Motivation Scale (MWMS) to measure these two dimensions and showed a significant relationship between work motivation and employee performance. Competency (X2) Variables in this research namely, a proxy for employee competency is measured through various dimensions which include 1) knowledge, 2) skills, and 3) attitudes needed to carry out tasks effectively (Herlina, 2019). Meanwhile, the Workload (X3) variable is measured in this research using several dimensions which include 1) task volume, namely measuring the number of tasks that must be completed in a certain period. Research by Nunik (2011), 2) Work Complexity, which refers to the level of difficulty and variation in the tasks that must be carried out (Mangkunegara, 2013), 3) Task Completion Time, which measures the time needed to complete a particular task. 4) Task Completion Time, which measures the time needed to complete a particular task. (Veithzal, 2005) 5) Work Quality, namely measuring how well tasks are completed, which can also be influenced by high workload (Nunik, 2011). 6) Job Satisfaction,

which measures the extent to which workload influences employee satisfaction with their work (Parvin & Kabir, 2011).

The moderating variable in this research, Work Discipline (Z) is proxied through several indicators which include 1) attendance, 2) compliance with regulations, and 3) work ethics (Nugrahaningsih, & Julaela, 2017). Meanwhile, the dependent variable in this research is Employee Performance (Y) Proxies for employee performance are measured through several indicators which include 1) quantity of work results, 2) quality of work results, and 3) timeliness of task completion (Masruroh, et al (2023).

Analysis Method

Statistical analysis and structural equation modeling (SEM) analysis are the data analytic methods utilized in this study to explain the occurrences. A Structural Equation Modeling (SEM) method called partial least squares (PLS) may directly analyze latent variables, indicator variables, and measurement errors. In the event that the data is not normally distributed, the indicators do not match the reflective measurement model, or the theory being employed is weak, PLS was created as a backup (Gendro, 2014). Three connection models—the outer model, the inner model, and the weight relationship—are used to analyze the relationship between variables based on indications. The following formula is applied in this study:

$$Y = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 \text{ and } Z = \beta_4$$

Information:
 Y = Work Discipline;
 Z = Employee Performance;
 X_1 = Work motivation;
 X_2 = Competence;
 X_3 = Workload;
 $\beta_1 - \beta_3$ = Correlation Coefficient
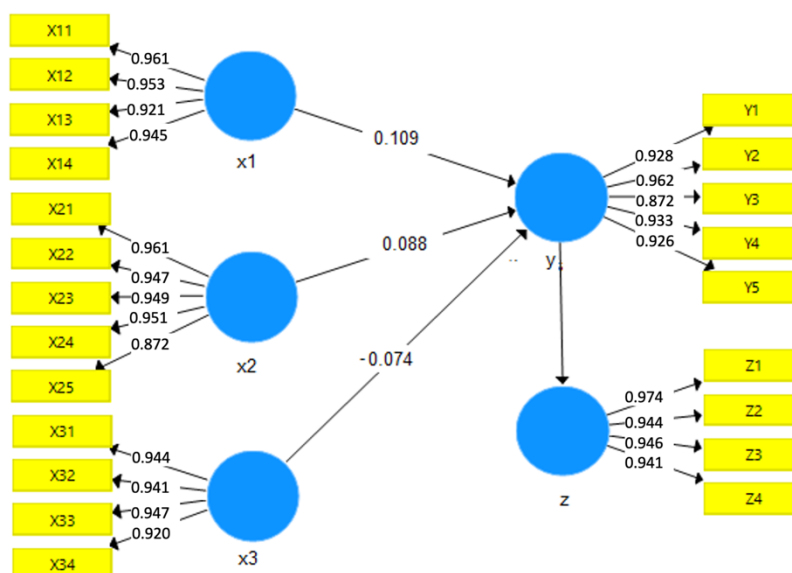
Results

Figure 2. Outer Model SEM-PLS

From figure 2, it can be explained that the work motivation variable has a positive relationship with employee performance through work discipline mediation, which is 0.109. This means that if work motivation increases by one unit assuming that the competency value that

mediates work discipline and work motivation that also mediates work discipline is constant or does not change, then employee performance will increase through work discipline mediation by 0.109 units and vice versa, if work motivation decreases by one unit assuming that the competency value and workload are constant or do not change, Therefore, employee performance will also increase through work discipline mediation by 0.109 units.

The competency variable had a positive relationship with employee performance through work discipline mediation, which was 0.088. This means that if the competence increases by one unit assuming the value of work motivation that mediates work discipline and workload that also mediates work discipline is constant or does not change, then the performance of employees through work discipline mediation will increase by 0.088 units and vice versa, if the competence decreases by one unit assuming that the value of work motivation and workload is constant or does not change, Therefore, employee performance through work discipline mediation will also decrease by 0.088 units.

Furthermore, the workload variable has a negative relationship with employee performance through work discipline mediation, which is 0.074. This means that if the workload increases by one unit assuming the value of work motivation that mediates work discipline and competencies that also mediate constant work discipline or does not change, then the performance of employees through work discipline mediation will decrease by 0.074 units and vice versa, if the workload increases by one unit assuming that the value of work motivation and competence is constant or does not change, then the performance of employees through work discipline mediation will also decrease, which is 0.074 units

Testing *convergent validity in this research uses* the specified factor loading limit of 0.700. The test results can be seen in Table 1:

Table 1 . Factor Loading Value

Research Variables	Indicator	Outer Loading	Critical Point	Conclusion
Work motivation (X_1)	X11	0.961	0.700	Valid
	X12	0.953	0.700	Valid
	X13	0.921	0.700	Valid
	X14	0.945	0.700	Valid
Competence (X_2)	X21	0.961	0.700	Valid
	X22	0.947	0.700	Valid
	X23	0.949	0.700	Valid
	X24	0.951	0.700	Valid
	X25	0.872	0.700	Valid
Workload (X_3)	X31	0.944	0.700	Valid
	X32	0.941	0.700	Valid
	X33	0.937	0.700	Valid
	X34	0.920	0.700	Valid
Work Discipline (Y)	Y1	0.928	0.700	Valid
	Y2	0.962	0.700	Valid
	Y3	0.872	0.700	Valid
	Y4	0.933	0.700	Valid
	Y5	0.926	0.700	Valid
Employee Performance (Z)	Z1	0.974	0.700	Valid
	Z2	0.944	0.700	Valid
	Z3	0.946	0.700	Valid
	Z4	0.941	0.700	Valid

Source: Processed Data

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The SmartPLS output results for the correlation value between the construct and the AVE square root value in this study are as in Table.2

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

Variable	Motivation	Competence	Workload	Work Dicipline	Performace
Motivation (X_1)	0,921	-	-	-	-
Competence (X_2)	0,933	0,936	-	-	-
Workload (X_3)	0,922	0,971	0,930	-	-
Work Dicipline (Z)	0,935	0,972	0,965	0,910	-
Performance (Y)	0,936	0,978	0,961	0,964	0,922

Source: Processed Data

According to Table 1, each study construct's AVE square root value is higher than the correlation value, indicating that the research model's components have good discriminant validity and can move forward with additional testing.

Table 2 . AVE Value and AVE Square Root

Research Variables	Cronbach's Alpha	rho_A	C.A	AVE
Work Motivation (X_1)	0.948	0.949	0.962	0.865
Competence (X_2)	0.955	0.959	0.966	0.849
Workload (X_3)	0.940	0.940	0.957	0.847
Work Discipline (Z)	0.948	0.950	0.960	0.827
Employee performance (Y)	0.953	0.953	0.966	0.877

Source: Processed Data

Table 2 demonstrates that all constructs have an AVE value larger than 0.500, with the employee performance variable having the highest value at 0.877 and the work discipline variable having the lowest value at 0.827. According to the given minimum AVE value limit, this value satisfies the requirements. Additionally, the t-statistic value from the path coefficient test and the r-square (indicator reliability) for the dependent construct can be used to assess the inner model testing. Table 3 below displays the findings of the coefficient of determination calculation:

Table 3 . R Square and Adjusted R Square Values

Research Variables	R Square	R Square Adjusted
Work Discipline (Y)	0.935	0.937
Employee Performance (Z)	0.956	0.958

Source: Processed Data

Table 3 above demonstrates that work motivation, workload, and competence together account for 93.7% of the variability in the work discipline construct, with other constructs not included in this research accounting for the remaining 6.3%. Furthermore, job motivation, competence, and workload may account for 95.8% of the variability in employee performance components; the remaining 4.2% can be explained by constructs not covered in this study.

The outcomes of the path coefficient test-based hypothesis test for this study are then displayed in Table 4 below:

Table 4. Hypothesis Testing Results

Variable	T-Statistics	P-Values	Information
Work motivation -> Work discipline	3,905	0,000	Significant
Competency-> Work discipline	3,341	0,000	Significant
Workload -> Work discipline	2,502	0.011	Significant
Work motivation -> Employee performance	3,008	0,000	Significant
Competency-> Employee performance	4,445	0,000	Significant
Workload -> Employee performance	3,549	0,000	Significant
Work discipline -> Employee performance	2,817	0.003	Significant
Work motivation->Work discipline->Employee performance	2,095	0.036	Significant
Competency-> Work discipline -> Employee performance	2,569	0.010	Significant
Workload -> Work discipline -> Employee performance	2,293	0.019	Significant

Source: Processed Data

Hypothesis testing results are shown in Table 4 above. Table 4 shows that the t-statistical value of work motivation on employee work discipline in this study is higher than the P-Value, the significance of which is lower than the value, namely 0.000<0.050. This means that work motivation has a significant effect on the work discipline of Kampar Regency Regional Secretariat employees, so that the first hypothesis in this research can be accepted at a 95% confidence level. These results support research conducted by Retni and Sri (2017), which concluded that work motivation had a significant effect on employee work discipline at the Regional Secretariat (Setda) of Kuantan Singingi Regency. Andarias' research (2017) also concluded that work motivation has a significant effect on the work discipline of employees of the Papua Province Agriculture and Food Security Service. Furthermore, research by Johanes et al (2016) concluded that work motivation had a significant effect on the work discipline of employees at the Supiori District Agriculture Service.

Table 4 of the test results can also be seen that the t-statistic value of the competency variable on employee work discipline in this study is higher than the t-table value, namely 3.341 <1.997 or a significance value lower than the alpha value of 5%, namely 0.000 <0.050. This means that competence has a significant effect on employee work discipline at the Kampar Regency Regional Secretariat, so that the second hypothesis in this research can be accepted at a 95% confidence level. The results of this research support the research of Indria and Sugiyanto (2021), who concluded that competence has a significant effect on the work discipline of state civil servants within the civil service bureau of the Secretariat General of the Ministry of Agriculture of the Republic of Indonesia. Competency has a major impact on the work discipline of employees at the Jombang Agriculture Service, according to research by Khairul et al. (2021). Highly competent workers will feel a connection to the company, and if a positive attitude develops within them, they will typically have a character that supports the company's vision and mission, values discipline, enjoys their work and recognizes how it contributes to bigger goals, can communicate effectively and consistently, is always improving their skills with a positive attitude, focus, desire, enthusiasm, creativity, and endurance, as well as being trustworthy, dependable, and more respectful of managers and coworkers.

Then the t-statistic value of workload on employee work discipline in this study is higher than the t-table value, namely 2.502 <1.997 or a lower significance value than the 5% alpha value, namely 0.011 <0.050. This means that workload has a significant effect on the work discipline of Kampar Regency Regional Secretariat employees, so that the third hypothesis in this research can be accepted at a 95% confidence level. These results support research conducted by Nurul et al (2020), which concluded that workload has a significant effect on the work discipline of sub-district office employees throughout Bondowoso Regency. Research by Rijal and Heru (2019) also concluded that workload has a significant effect on the work discipline of PT employees. Pawnshop Regional Office X Bandung City.

In order to provide a foundation for hiring and assigning workers, personnel management must be established. This is first accomplished through job analysis, which is the process of outlining the qualifications needed for each position that an applicant is accepted to fill. To satisfy the right staff needs in terms of number, time, and quality, an agency must carefully plan for its personnel demands. A thorough quantitative and qualitative picture of the workforce required based on work unit position will be possible thanks to the workload analysis research that was conducted.

According to the results of the hypothesis test, the work motivation t-statistical value on employee performance in this study is larger than the t-table value, which is 3.008 <1.997. Thus, the fourth hypothesis in this study may be accepted with a 95% confidence level as work motivation significantly affects employee performance at the Kampar Regency Regional Secretariat. The study by Meritta et al. (2020), which found that work motivation significantly affects PPL PNS personnel' performance at the Bojonegoro Agriculture Service, is supported by the findings of this investigation. Additionally, research by Arsulawareni (2020) found that staff performance at the

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South Barito Regency Food Security, Agriculture and Fisheries Service is significantly impacted by job motivation.

The formation of work motivation in improving employee performance is very complex, as complex as the development of human personality. This work motivation cannot be separated from the development of the human personality, and never develops in a vacuum. How much motivation is received determines how much work encouragement is created in providing the performance achieved. Employee performance achievements will experience an increase or decrease if the motivation received is in accordance with or not in accordance with what they want, this means that the existence of work motivation will be an encouragement for employees towards a series of behavioral processes in achieving goals which contain elements that include elements of generating, directing. , maintain, show intensity, be continuous and have a purpose where the employee works. With work motivation, it will be a driving force that creates enthusiasm for employee work in order to achieve optimal work results

The t-statistic value of competency on employee performance in this study is higher than the t-table value, namely 4.445 <1.997 or a significance value lower than the 5% alpha value, namely 0.000 <0.050. This means that competence has a significant effect on employee performance at the Kampar Regency Regional Secretariat, so that the fifth hypothesis in this research can be accepted at a 95% confidence level. These results support research conducted by Meilisda (2020), concluding that competency has a significant influence on the work discipline of employees of the South Barito Regency Food Security, Agriculture and Fisheries Service.

Research by Khairul et al (2021) also concluded that competence has a significant effect on employee work discipline . The importance of paying attention to employee performance through competency is that it can be an indicator of work experience. Employees with sufficient competency time span are considered to have extensive experience in overcoming obstacles and creating work success, because time is what shapes an employee's work knowledge and skills. Work experience is also what makes a person have a work attitude that is skilled, fast, steady, calm, able to analyze difficulties and ready to overcome all obstacles and obstacles that exist within the organization.

The results of hypothesis testing show that the t-statistical value of workload on employee performance in this study is higher than the t-table value, namely 3.549 <1.997. This means that workload has a significant effect on employee performance at the Kampar Regency Regional Secretariat, so that the sixth hypothesis in this research can be accepted at a 95% confidence level. The results of this research support the research of Nurhayati and Hasrudy (2021), concluding that workload has a significant effect on employee performance at the North Labuhan Batu Regency Regional Secretariat office. Research by Anny et al (2021) also concluded that workload had a significant effect on the performance of UKPBJ Mojokerto Regional Secretariat employees.

Additionally, Waode et al. (2023) found that employee performance is significantly impacted by workload. The workload is a measure of the discrepancy between an employee's aptitude or capacity and the demands of their job that they must meet. Each employee has a particular responsibility because labour might be cerebral, physical, social, or moral. It is obviously necessary to aim for an optimal loading intensity level that is between the two extreme limits in this situation because an excessively high loading level can lead to overstress and excessive energy use, while an excessively low loading intensity can lead to feelings of boredom and under stress. It varies, of course, depending on the person.

The t-statistic value of work discipline on employee performance in this study is higher than the t-table value, namely 2.817 <1.997. This means that work discipline has a significant effect on employee performance at the Kampar Regency Regional Secretariat, so that the sixth hypothesis in this research can be accepted at a 95% confidence level. The results of this research are in line with research conducted by Henry (2020), which concluded that discipline had a significant effect on employee performance at the North Labuhanbatu Regency Agriculture Service. Research by

Cut et al (2019) also concluded that discipline has a significant effect on the performance of Pidie Regency Agriculture Service employees. Work discipline is an important means of achieving predetermined goals because the higher the level of employee discipline, the faster the agency's goals will be and vice versa, employees who are less disciplined at work can become a barrier or obstacle to achieving agency goals. To further improve employee discipline, it is necessary to establish strict sanctions for every employee who violates disciplinary rules in accordance with applicable legislation and must be implemented fairly to all employees without exception.

In this study, work motivation's t-statistic value on employee performance via work discipline mediation is greater than the t-table value (2.095 <1.997). It follows that, at the Kampar Regency Regional Secretariat, employee work discipline acts as a mediator between work motivation and performance, and that, at a 95% confidence level, the eighth hypothesis in this study can be supported. The present study corroborates the findings of Johanes et al. (2016), who demonstrated that staff performance at the Supiori District Agriculture Service is significantly impacted by work motivation, achieved through work discipline. The study conducted by Andarias (2017) also found that at the Papua Province Agriculture and Food Security Service, work motivation significantly affects employee performance through work discipline.

Achieving employee performance is the key to success for an organization in achieving its goals. This can be realized effectively through various efforts such as fostering high work motivation for each employee which results in a high level of employee discipline. With high work motivation, there will no longer be any employees who violate the rules that apply in an agency, for example coming late to work, not being in the work room during working hours, going home not according to schedule, submitting work not on time and so on. . The way to maximize work motivation can be done by forming regulations according to organizational goals and employees need to be encouraged to involve themselves in following organizational rules by introducing, implementing and monitoring work rules as a whole.

The t-statistical value of competency on employee performance through the mediation of work discipline in this study is higher than the t-table value, namely 2.569 <1.997. This means that competence has a significant effect on performance through the mediation of employee work discipline at the Kampar Regency Regional Secretariat, so that the ninth hypothesis in this research can be accepted at a 95% confidence level. The results of this research are in line with research by Sugiyanto (2021), concluding that competence has a significant effect on employee performance through the work discipline of state civil servants within the civil service bureau at the Secretariat General of the Ministry of Agriculture of the Republic of Indonesia. Meilisda's research (2020) also concluded that competency has a significant effect on employee performance through work discipline at the South Barito Regency Food Security, Agriculture and Fisheries Service. This means that the higher an employee's internal competence, the more his personal attitude will be determined in complying with or violating work disciplinary rules in accordance with applicable legislation so that it becomes a determinant in achieving work results indicators. Competency orientation is a form of how much time employees spend carrying out their duties in an agency, so that this can shape their attitudes and behavior. Creating good and positive employee behavior and attitudes can increase their discipline while on duty, but on the other hand, if what is created is bad behavior, it will reduce their discipline while on duty.

Furthermore, the t-statistical value of workload on employee performance through the mediation of work discipline in this study is higher than the t-table value, namely 2.293 <1.997. This means that workload has a significant effect on performance through the mediation of employee work discipline at the Kampar Regency Regional Secretariat, so that the tenth hypothesis in this research can be accepted at a 95% confidence level. This is in line with research conducted by Nurul et al (2020), which concluded that workload has a significant effect on employee performance through the work discipline of sub-district office employees throughout Bondowoso

Regency. Research by Rijal and Heru (2019) also concluded that workload has a significant effect on employee performance through work discipline.

Conclusion

This research aims to give empirical evidence the effect of motivation, competency and workload direct and indirectly on Employee Performance. Work Discipline in this study interplay the relation as moderating variable. The finding show that motivation, competency and workload have been proven a significant influence on employee performance, work discipline which improve this relationship at the Kampar Regency Regional Secretariat. Work motivation, competency and workload have also been proven to have a significant influence on employee performance . This study also proves that the direct relationship between work discipline has a significant effect on employee performance at the Kampar Regency Regional Secretariat . The role of work discipline as a moderator in this relationship shows the results that work motivation , competence and workload are proven to have a significant effect on employee performance through work discipline at the Kampar Regency Regional Secretariat . This research has limitations, namely that the variables measuring motivation, competence and workload use proxies used by previous research, but cannot reflect the specific size of the conditions of government employees. Future researchers can use other, more reliable proxies and add other variables to this relationship.

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