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## **The Influence of Competence and Workload on the Performance of Functional Judicial Administrative Officers at the Supreme Court of the Republic of Indonesia with Motivation as a Mediating Variable**

**Muharrom Ainul Yaqin<sup>1</sup>, Ribhan<sup>2</sup>, Nova Mardiana<sup>3</sup>**

<sup>1,2,3</sup>Magister Management, Faculty of Economics and Business, University of Lampung, Lampung city

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**ABSTRACT:** The performance of functional judicial administrative officers at the Supreme Court of the Republic of Indonesia plays a strategic role in ensuring the efficiency and effectiveness of the judicial system. Competence and workload are presumed to influence employee performance, while motivation may serve as a mediating variable in this relationship. However, to date, there has been no specific study investigating this relationship within the context of the Supreme Court of Indonesia. Therefore, this study aims to analyze the influence of competence and workload on the performance of functional judicial administrative officers, with motivation as a mediating variable. This study employs a quantitative approach using a survey method. The research sample consists of 175 functional judicial administrative officers at the Supreme Court of Indonesia, selected through a stratified random sampling technique. Data were collected using a five-point Likert scale questionnaire covering four main variables: (1) Competence, measured through indicators of disposition, technical skills, work fundamentals, problem-solving, and communication; (2) Workload, assessed by indicators such as work pressure, long working hours, inability to meet job demands, impact on personal life, difficulty concentrating, and fatigue; (3) Motivation, comprising intrinsic and extrinsic motivation dimensions; and (4) Employee Performance, evaluated based on task performance, adaptive performance, and contextual performance. Data analysis was conducted using regression statistical methods and the Sobel test to examine the mediating effect. The results indicate that competence has a positive and significant influence on employee performance. Workload also affects performance, although its impact varies depending on the intensity of the workload. Motivation is proven to mediate the relationship between competence and performance, as well as between workload and performance. The main conclusion of this study is that enhancing competence and optimizing workload management can improve employee performance, especially when supported by high levels of motivation. These findings have implications for human resource management policies at the Supreme Court of Indonesia, particularly in efforts to enhance employee effectiveness and productivity.

**KEYWORDS:** Competence, Workload, Motivation, Employee Performance, Judicial Administration, Supreme Court of Indonesia

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### **I. INTRODUCTION**

Employee performance is a central aspect of organizational effectiveness, particularly in public institutions such as the judiciary. Performance is broadly defined as the productivity and efficiency of employees in achieving organizational standards (Layek & Koodamara, 2024). Matriadi and Dalimunthe (2018) further elaborate that performance involves the ability to plan, execute, and evaluate core tasks, not just the outcomes. Performance also encapsulates employees' contributions in terms of behavior and engagement with their responsibilities (Güngör, 2011; Sanyal & Biswas, 2014; Aggarwal, 2024). In the context of the Supreme Court of the Republic of Indonesia, employee performance is critical to ensuring justice and the effectiveness of judicial processes. The institutional mission heavily relies on individual performance, not only in fulfilling responsibilities but also in achieving service excellence (Damanik, 2020; Koopmans et al., 2012; Çalışkan & Köroğlu, 2022). A key determinant of employee performance is competency. Competency reflects the capacity to apply knowledge and skills effectively (Małachowski & Korytkowski, 2016), and for civil servants in Indonesia, ongoing competency development is mandated by national regulation (Law No. 20/2023). Prior studies affirm the positive role of competency in enhancing performance (Levenson et al., 2006; Sturm et al., 2017; Pacher et al., 2024; Bennour & Crestani, 2007; Richards, 2010). Yet, as Rethans et al. (2002) suggest, competency alone may be insufficient; organizational context and supporting systems also play a crucial role.

Another critical factor is workload, which includes employees' perception of the demands placed on them across physical,

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mental, and temporal dimensions (Rafiee et al., 2024). Judicial administrative staff at the Supreme Court handle a wide range of responsibilities from documentation to case analysis (Zysman & Costinot, 2022; Jalali et al., 2023). However, the influence of workload on performance remains inconclusive—some findings indicate a positive effect (Asamani et al., 2015), while others find no significant impact (Zysman & Costinot, 2022; Omolayo & Omole, 2013). Motivation has also emerged as a pivotal factor, both as a direct predictor of performance and as a mediating variable linking competency and workload to performance outcomes (Bénabou & Tirole, 2003; Deci & Ryan, 2008). Motivational constructs—intrinsic and extrinsic—drive employees to maintain effective performance, even under demanding circumstances. Nonetheless, its mediating role remains contested, as noted in studies such as Latham et al. (1994) and Steinmayr et al. (2012). Despite numerous studies on these individual factors, no research has specifically examined the combined influence of competency, workload, and motivation on the performance of judicial administrative staff (pranata peradilan) at Indonesia's Supreme Court. Given the relatively recent establishment of this job classification, this study seeks to fill the research gap by providing empirical insights that can inform human resource policy and performance management in judicial institutions.

## II. LITERATURE REVIEW

### A. Competence

Competence is defined as the ability to apply knowledge and skills to achieve desired outcomes (Małachowski & Korytkowski, 2016). It also refers to an individual's capacity to succeed according to specific criteria, including the ability to handle particular tasks or situations and to perform effectively (Otoo, 2019). Competence is positively and significantly associated with performance, as it forms the foundation of an employee's ability to execute tasks and responsibilities. Within the context of the Supreme Court of the Republic of Indonesia, functional court administrative officers are tasked with essential responsibilities such as preparing hearing reports, managing case files, and providing technical support. Inadequate competence may lead to a decline in work quality, adversely affecting the overall organizational performance. Thus, high levels of competence enable employees to contribute optimally to organizational goals. Employee competence is typically assessed through five dimensions: dispositions/attitudes, job-specific skills or technical know-how, job basics, problem-solving at work, and communication skills (Xiao, 2006). Dispositional abilities involve the attitudes and personal traits necessary for effective work; job-specific skills refer to the technical knowledge needed to perform specific tasks; job basics encompass foundational capabilities that support job functions; problem-solving emphasizes the capacity to resolve job-related issues; and communication skills involve effective interaction with clients, colleagues, and supervisors in the workplace.

### B. Workload

Workload is perceived as an individual's assessment of job demands, which may include physical, mental, and temporal aspects (Rafiee et al., 2024). Imbalanced workloads—whether excessively high or unusually low—can negatively impact employee performance, potentially resulting in stress, fatigue, and decreased motivation (Zysman & Costinot, 2022). Several tools have been developed to measure workload, including the NASA Task Load Index (NASA-TLX) and cognitive indicators, to assess how work pressure influences individual performance (Hancock & Matthews, 2019; Qureshi et al., 2012). Mushabe et al. (2022) emphasize that workload also reflects the time spent on professional duties and is closely related to job responsibility within an organization. Van Den Bossche et al. (2010) highlight the importance of aligning individual capacity with work demands as a component of workload management. Furthermore, Bruggen (2015) argues that workload includes both professional and personal activities undertaken within a work context. This study adopts the definition by Qureshi et al. (2012), which defines workload as the amount of work that must be completed within a certain timeframe; if excessive, it can affect work-life balance and employee performance. The six indicators used to measure workload include: experience of work-related pressure, long working hours or working on holidays, inability to meet job demands, impact on relationships outside of work, difficulty concentrating, and fatigue due to excessive workload.

### C. Work Motivation

Work motivation refers to the internal and external drives that influence an individual's behavior in achieving work-related goals (Layek & Koodamara, 2024). In organizational contexts, motivation is commonly categorized into intrinsic motivation—derived from internal satisfaction and interest in the task—and extrinsic motivation—driven by external incentives and social recognition (Bénabou & Tirole, 2003; Van Herpen et al., 2006). Motivation significantly affects effort and quality of performance through both psychological need fulfillment and external rewards (Barriga Medina et al., 2024). Deci and Ryan (2008) propose three categories of motivation: autonomous, controlled, and amotivation, reflecting varying degrees of freedom and external influence in work behavior. This study adopts Bénabou and Tirole's (2003) framework, emphasizing the importance of both

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intrinsic and extrinsic motivation in influencing performance. The indicators, as described by Van Herpen et al. (2006), include intrinsic and extrinsic motivation. Extrinsic motivation is shaped by external factors that drive employee behavior, while intrinsic motivation focuses on internal drivers such as personal satisfaction and inner drive to perform work-related tasks.

## D. Employee Performance

Employee performance refers to the level of effectiveness in executing tasks according to organizational standards, encompassing productivity, efficiency, and quality of work outcomes (Layek & Koodamara, 2024; Griffin, 2013). It reflects an individual's contribution to organizational goals through both actions and results (Matriadi & Dalimunthe, 2018; Aggarwal, 2024). Koopmans et al. (2012), drawing on Campbell (1990), define performance as behavior that is relevant to organizational objectives and under individual control, thereby distinguishing performance behavior from outcomes influenced by external factors. In this sense, performance encompasses concrete actions taken to fulfill job responsibilities (Güngör, 2011; Damanik, 2020; Çalışkan & Köroğlu, 2022). This study adopts the definition by Pradhan and Jena (2016), which conceptualizes performance as the result of individual efforts to execute tasks optimally. Their framework identifies three key dimensions of employee performance, Task Performance: behaviors directly related to core job responsibilities, aligned with formal job descriptions. Adaptive Performance: the ability to adjust to dynamic work environments and changing demands. Contextual Performance: prosocial behaviors demonstrated in the workplace, beyond formal job expectations.

## III. METHODOLOGY

This study employs a quantitative research approach, involving the collection of numerically measurable data. Quantitative methods are considered objective, as the data is free from subjective interpretation and supports hypothesis testing for evidence-based decision-making (Sekaran & Bougie, 2016). The study population comprises all 302 functional court administration officers (pranata peradilan) at the Supreme Court of Indonesia. Sampling was conducted using a probability sampling method, specifically stratified random sampling (or proportionate random sampling), to ensure proportional representation across job strata. Samples were taken randomly at each stratum or level, but the number was adjusted to be proportional to the size of each stratum in the population (Sekaran and Bougie, 2016). These strata correspond to three hierarchical levels: junior expert, associate expert, and senior expert. The sample size of 175 was determined based on Hair et al. (2019) The sample size of 175 was determined based on Hair et al. (2019) and divided by the percentage ratio of each level, namely First Expert 34.77%, Junior Expert 39.74%, and Middle Expert 25.50%. Data was collected through close-ended questionnaires, where respondents selected predefined answers using formats such as Likert scales or multiple-choice options (Sekaran & Bougie, 2016). Data analysis was conducted using SPSS version 27, employing regression analysis and the Sobel test to evaluate mediation effects. The study includes two types of variables. The independent variables (X)—which explain or influence changes in the dependent variable—are employee competence ( $X_1$ ) and workload ( $X_2$ ). The dependent variable (Y)—which is the primary focus of the research—is work motivation. According to Sekaran & Bougie (2016), the dependent variable represents the phenomenon that researchers aim to understand or predict.

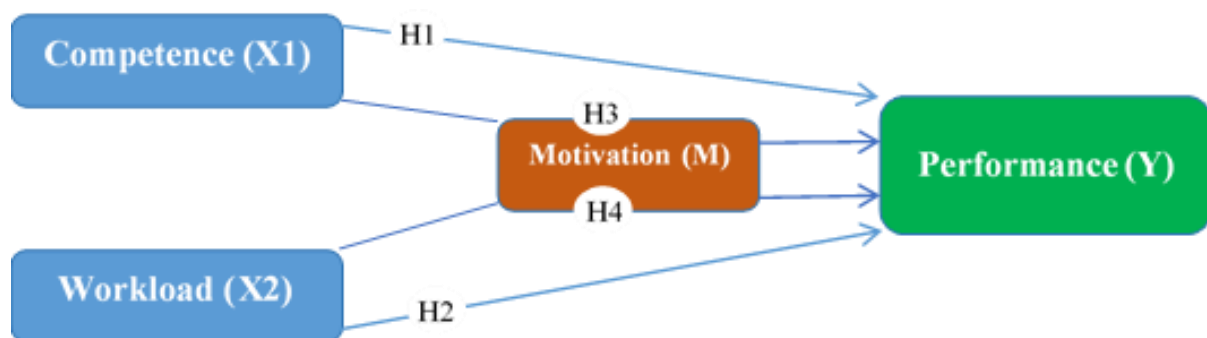


Figure 1. Framework

## IV. RESULT AND DISCUSSION

### A. VALIDITY AND RELIABILITY TEST RESULT

The validity test was conducted on each questionnaire item using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA). By ensuring the adequacy of the data through the KMO test, the researcher is able to produce a more valid and relevant factor structure, thereby enhancing the overall quality of the research findings (Hair et al., 2019).

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**Table 1. Validity Test Result**

Variable	Question Item	KMO of Sampling Adequacy	Measuring Loading Factor	Measuring Loading Factor ( >0.5= valid)
Competence	X1.1	0,926	0,670	Valid
	X1.2		0,643	Valid
	X1.3		0,618	Valid
	X1.4		0,690	Valid
	X1.5		0,679	Valid
	X1.6		0,672	Valid
	X1.7		0,733	Valid
	X1.8		0,677	Valid
	X1.9		0,687	Valid
	X1.10		0,738	Valid
	X1.11		0,704	Valid
	X1.12		0,790	Valid
	X1.13		0,770	Valid
	X1.14		0,705	Valid
	X1.15		0,721	Valid
	X1.16		0,579	Valid
	X1.17		0,675	Valid
	X1.18		0,580	Valid
	X1.19		0,637	Valid
	X1.20		0,686	Valid
	X1.21		0,615	Valid
	X1.22		0,559	Valid
Workload	X2.1	0,874	0,798	Valid
	X2.2		0,849	Valid
	X2.3		0,821	Valid
	X2.4		0,831	Valid
	X2.5		0,812	Valid
	X2.6		0,766	Valid
Motivation	Z.1	0,759	0,591	Valid
	Z.2		0,807	Valid
	Z.3		0,692	Valid
	Z.4		0,762	Valid
	Z.5		0,709	Valid
	Z.6		0,664	Valid
Employee Performance	Y.1	0,929	0,574	Valid
	Y.2		0,546	Valid
	Y.3		0,582	Valid
	Y.4		0,727	Valid
	Y.5		0,722	Valid
	Y.6		0,660	Valid
	Y.7		0,718	Valid
	Y.8		0,706	Valid

Based on the validity test results using data from 175 respondents, it was found that all questionnaire items related to competence

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(X1), workload (X2), motivation (M), and employee performance (Y) are valid, as indicated by KMO MSA values and factor loadings greater than 0.5. This confirms the validity of all measured variables and allows for the continuation to the reliability test. The reliability test evaluates the extent to which an instrument yields consistent results over repeated applications (Sekaran & Bougie, 2016).

**Table 2. Reliability Test Result**

Variable	Cronbach's Alpha	Critical Value	Decision
Competence	0,943	0,7	Reliable
Workload	0,897	0,7	Reliable
Motivation	0,791	0,7	Reliable
Employee Performance	0,947	0,7	Reliable

According to the summarized reliability test results presented in the table above, the Cronbach's Alpha coefficients for all research variables exceed 0.7. Referring to the criteria outlined by Sekaran & Bougie (2016), it can be concluded that all items used in the research variables are reliable

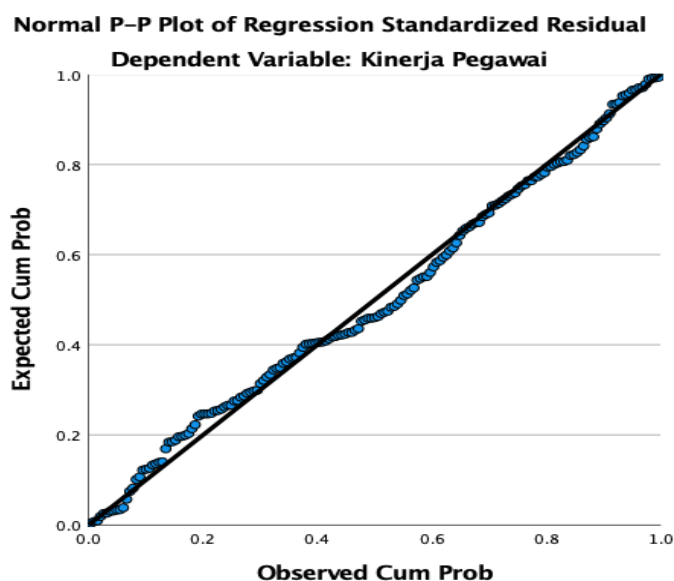
### B. NORMALITY TEST RESULT

This test aims to determine whether the data observations follow a normal distribution, and was performed using the Kolmogorov-Smirnov test. The results of the normality test are summarized in the table below.

**Table 3. Normality Test Result**

Unstandardized_Residual	Boundary	Decision
0,200	0,05	Normal

The asymptotic significance (Asymp. Sig.) value obtained was 0.200, which is greater than the threshold of 0.05, indicating that the data are normally distributed. Furthermore, the P-P plot visualization shows that the data points are closely aligned along the diagonal line, reinforcing the conclusion that the data satisfy the assumption of normality.



**Figure 2. P-plot**

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## C. HYPOTHESIS TESTING

Based on data analysis, this study tested four hypotheses that explain the relationship between competence (X1), workload (X2), and motivation (Z) on employee performance (Y). Path coefficients indicate the strength of the relationship between variables in the model.

**Table 4. Hypothesis Test Result**

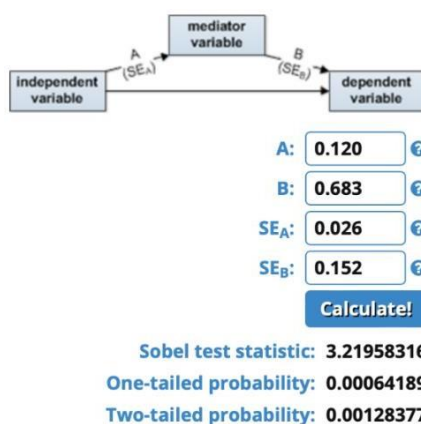
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17,044	4,307		3,957	0,000
	Competence	0,685	0,055	0,640	12,567	0,000
	Workload	0,346	0,151	0,113	2,289	0,023
	Motivation	0,683	0,152	0,223	4,505	0,000

### Effect of Competence on Employee Performance

The regression analysis revealed a significant positive effect of competence on performance ( $p = 0.000 < 0.05$ ), indicating that increased competence directly improves functional employees' performance. According to ISO 9001:2008, competence involves the effective application of knowledge, skills, and attitudes to achieve job objectives. Both basic and compound competencies enhance employee efficiency and productivity (Małachowski & Korytkowski, 2016). As a core aspect of human capital, competence is a predictive trait embedded in individual personality that influences task completion. This aligns with Pacher et al. (2024), who also affirmed competence as a key driver of performance.

### Effect of Workload on Employee Performance

Workload was found to have a positive and significant effect on performance ( $p = 0.023 < 0.05$ ). Proper workload allocation can motivate employees, especially when perceived as a challenge rather than a burden. A balanced workload fosters time efficiency and goal achievement. However, organizations must avoid both underload and overload to maintain employee well-being. These findings support Bruggen (2015), who emphasized workload management in human resource strategies.



**Figure 3. Sobel Test Result for Competence on Performance via Motivation**

### Indirect Effect of Competence on Performance via Motivation

The Sobel test showed that motivation significantly mediates the relationship between competence and performance ( $t = 3.219$ ;  $p = 0.000$ ). Competent employees are more confident and motivated, which boosts performance. This supports the theory that competence not only directly impacts performance but also fosters internal drive. This result resonates with Matriadi &



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Dalimunthe (2018), who found motivation as a key mediator in this dynamic.

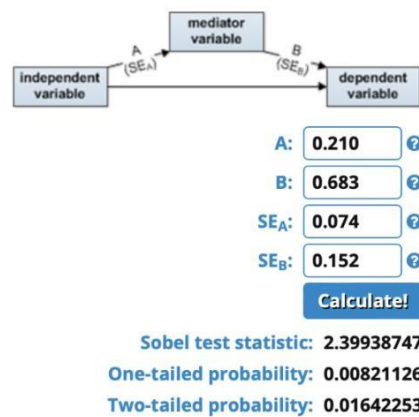


Figure 4. Sobel Test Result for Workload on Performance via Motivation

## Indirect Effect of Workload on Performance via Motivation

Similarly, motivation mediates the impact of workload on performance ( $t = 2.399$ ;  $p = 0.008$ ). Employees may interpret workload as a test of their capabilities, leading to increased motivation and better performance. When motivation is present, even demanding tasks can be approached productively. This underscores the importance of motivational strategies in workload management (Bruggen, 2015; Matriadi & Dalimunthe, 2018).

## V. CONCLUSIONS

This study has demonstrated that both competence and workload exert a significant and positive influence on the performance of functional judicial administration officers at the Supreme Court of the Republic of Indonesia. An increase in competence is directly associated with improved employee performance, suggesting that skills and professional capabilities are essential to optimizing work outcomes. Similarly, higher workload levels—when managed effectively—also contribute positively to performance, indicating that responsibility and engagement may enhance employees' contributions. Furthermore, the findings reveal that motivation plays a mediating role in the relationship between both competence and workload with performance. Competence, when supported by high motivation, indirectly enhances employee performance, as does workload when it is accompanied by strong motivational drivers. These results underscore the importance of intrinsic and extrinsic motivation in maximizing the impact of individual capabilities and responsibilities on organizational outcomes.

In light of these findings, several strategic implications emerge. First, the Supreme Court is encouraged to implement ongoing training and competency development programs to sustain and improve the effectiveness of its functional judicial personnel. Second, the institution should strive to develop a more equitable and efficient system for task distribution to prevent work overload, which could otherwise hinder productivity. Third, fostering a conducive work environment, along with offering incentives and recognition, can serve as powerful tools for increasing employee motivation. Moreover, it is essential to conduct periodic evaluations of employee competence, workload distribution, and motivation levels to ensure continuous performance improvement. Finally, future research should consider exploring additional variables that may influence employee performance, ideally using a broader population sample to enhance the generalizability and accuracy of the findings.

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