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The Role of Work Motivation in Moderating the Influence of Competence, Workload, and Organizational Support on the Performance of Intelligence Employees at the Lima Puluh Kota Police Station

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Abstract

This study examines the role of work motivation as a moderator of the effects of competence, workload, and organizational support on the performance of Intelligence and Security personnel (Intelkam) at the Lima Puluh Kota Police Resort. Employing a quantitative explanatory survey design, the study surveyed the entire Intelkam personnel population (n = 30) using Likert-scale questionnaires. Data were analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. Findings indicate that competence, workload, organizational support, and work motivation did not have statistically significant effects on personnel performance in the tested model ($p > 0.05$). Moreover, work motivation did not significantly moderate the relationships between competence, workload, or organizational support and performance ($p > 0.05$). These results suggest that other factors – such as leadership, organizational culture, facilities, and field task dynamics – may better explain performance variation in the Intelkam context. Recommendations include adding additional predictors and employing qualitative methods to better understand operational dynamics; practical implications urge institutional review of training programs, workload management, and enhancement of tangible organizational support to improve performance.

Keywords: Competence, Workload, Organizational Support, Work Motivation, Performance, Intelkam.

1. INTRODUCTION

In this dynamic era of globalization, the demand for superior and professional human resources is increasingly urgent. The progress of an institution greatly depends on the quality of its HR, which is the main driving force of the organization (Rozarie & Indonesia, 2017). This is particularly crucial in law enforcement institutions such as the Indonesian National Police (Polri), where operational effectiveness directly impacts public safety and order. As mandated by Law Number 2 of 2002, the main duties of the Polri are to maintain security and public order and to enforce the law. To carry out this noble task, optimal performance from every personnel, especially in strategic units, is absolutely necessary.

As part of the Polri, the Security Intelligence Unit (Intelkam) at the Polres level bears a heavy responsibility as the spearhead in early detection and prevention of threats. The Intelkam Unit of the Lima Puluh Kota Polres, in this context, is at the forefront of identifying potential security disturbances in its jurisdiction. However, the reality on the ground shows that the performance of Intelkam personnel has not been fully optimal. Based on initial observations and a survey of ten personnel, several symptoms of declining performance were found, such as delays in submitting weekly and monthly reports, low accuracy of intelligence information system data input, and confusion in sorting relevant information due to a lack of clear guidelines.

The root of this problem is multidimensional. First, in terms of competence, some personnel do not yet have adequate skills and knowledge. This is exacerbated by a lack of training relevant to the complexity of tasks in the field. Six out of ten personnel stated that the training they received was not in line with the challenges of the job, and four of them even admitted that they had not attended technical training for more than a year. Second, the high workload often exceeds existing capacity. Seven personnel admitted to being overwhelmed because they had to handle multiple operations simultaneously, which led to physical and mental exhaustion and the potential for errors in strategic decision-making. Third, perceived organizational support is still minimal. Personnel face obstacles such as outdated work equipment and limited continuing training. Six personnel stated that they still use work tools that do not support the speed and accuracy of intelligence work.

However, equally important and often overlooked is the factor of work motivation. According to Robbins & Judge (2008), motivation is an internal driving force that directs, arouses, and maintains productive work behavior. In the context of the Lima Puluh Kota Police Intelligence Unit, personnel work motivation tends to be low. The survey revealed that eight out of ten personnel feel that their contributions are not adequately rewarded by their superiors. Six personnel doubt the fairness of the promotion and performance appraisal process, while the other five highlight the lack of constructive feedback, which ultimately undermines their work enthusiasm. This low motivation is strongly suspected to not only have a direct impact on performance but also weaken the positive influence of competence and exacerbate the negative impact of workload and lack of organizational support.

Several previous studies, such as those conducted by Yanti & Putri (2023) and Permatasari et al. (2019), have confirmed that work motivation acts as a significant moderating variable in the relationship between various independent variables and performance. These findings provide a strong theoretical basis for assuming that in the context of the Lima Puluh

Kota Police Intelligence Unit, work motivation is not merely a direct variable, but a key factor that can strengthen or weaken the influence of competence, workload, and organizational support on personnel performance.

Based on this complex description, it is clear that efforts to improve performance require a holistic approach. This study is not only important for identifying the direct influence of competence, workload, and organizational support, but also for testing the extent to which work motivation can moderate these relationships. Thus, the resulting recommendations can be more focused, not only on improving systems and infrastructure, but also on psychological approaches to stimulate the intrinsic motivation of personnel. Therefore, this study is titled: "The Role of Work Motivation in Moderating the Influence of Competence, Workload, and Organizational Support on the Performance of Intelkam Personnel at the Lima Puluh Kota Police Headquarters."

1.1. Literature Review

a. Social Exchange Theory

Social Exchange Theory (SET) provides a relevant theoretical framework for understanding the dynamics of the relationship between personnel and organizations in this study. This theory views the working relationship as a reciprocal exchange process based on the principle of reciprocity (Cropanzano & Mitchell, 2005). In this context, when organizations invest in competency development and organizational support, personnel will respond with greater contributions, such as high performance and increased work motivation (Rhoades & Eisenberger, 2002). Conversely, if personnel perceive an imbalance, for example, due to excessive workloads without adequate compensation, this can trigger a decline in commitment and performance.

In this research model, work motivation serves as a key factor reinforcing this exchange mechanism. Personnel with high motivation tend to be more responsive in reciprocating organizational support and more resilient in facing work demands. Thus, Social Exchange Theory not only explains the direct influence of competence, workload, and organizational support, but also provides a logical basis for why work motivation can moderate these relationships, thereby creating a mutually beneficial cycle of social exchange between personnel and institutions.

b. Performance

Performance is defined as the work results achieved by an individual or group within an organization, carried out in accordance with authority, responsibility, and legal and ethical norms to achieve organizational goals (Faqih et al., 2021; Rozarie & R., 2017; Dunan & Tasri,

2022). In the context of the Indonesian National Police, performance is formally regulated and measured based on effectiveness in providing public services, enforcing the law, and maintaining security and order (Law of the Republic of Indonesia Number 2, 2002). In essence, performance represents work achievements, both in terms of quantity and quality, produced by human resources within a certain period of time (Hasibuan, 2016).

An employee's performance is influenced by two main factors. First, internal factors originating from within the individual, such as attitude, motivation, personality, education, and experience. Second, external factors originating from the organizational environment, including leadership, organizational policies, relationships with coworkers, facilities, reward systems, and work climate (Timpe, 2000 in Dewi, 2017; Abdul Rahman, 2020). Job satisfaction, which affects performance, is largely determined by the alignment between employee expectations and the reality they experience, including aspects such as opportunities for development, job security, salary, and working conditions (Gilmer; Loeke in Veithzal Rivai et al., 2015).

To measure performance operationally, organizations can use several key indicators, namely: quality of work results, timeliness in completing tasks, quantity or volume of output, independence in work, and ability to collaborate with others (Suparyadi, 2015 in Nurafiah, 2022).

c. Competence

Competence is defined as the fundamental characteristics inherent in an individual, which include abilities, knowledge, skills, and personal attributes that enable them to perform a task effectively and efficiently in order to achieve organizational goals (Hutapea, 2008; Spencer & Spencer in Moeheriono, 2010). These characteristics are deep-seated and form part of an individual's personality, enabling them to predict behavior and performance in various work situations. The core of the concept of competency lies in three key aspects: first, as an inherent basic characteristic; second, it has a strong causal relationship with performance, where high competency will result in superior performance; and third, it must be measurable based on specific reference criteria or performance standards (Spencer & Spencer; Mc.Clelland in Sedarmayanti, 2011). More than just technical abilities, competencies also include behavioral aspects such as integrity, commitment, and the ability to translate policies into professional actions (Ismi, 2021).

Competencies can be understood through three complementary dimensions (Wibowo, 2014):

- a) **Personal Attributes:** These are intrinsic characteristics that a person brings to the workplace, such as honesty, empathy, and stamina.
- b) **Skills:** These are practical capabilities needed to perform specific tasks, such as operating equipment or communication skills.
- c) **Knowledge:** Theoretical and contextual understanding required to effectively apply personal attributes and skills, such as understanding policies, business objectives, and regulations.

According to Spencer & Spencer (in Moeheriono, 2012), competence can be measured using the following indicators:

- a) **Underlying Characteristics:** The extent to which deep personality traits (such as motivation and values) influence work behavior.
- b) **Causally Related:** The ability of competencies to predict performance levels, as demonstrated by a positive correlation between increased competencies and improved work results.
- c) **Criterion-Referenced:** Competencies must be comparable to a predetermined standard or performance criterion, so that their measurement is objective and relevant to organizational goals.

d. **Workload**

Workload refers to the number of tasks or activities that must be completed by an individual or organizational unit within a certain period of time (Koesomowidjojo & Suci, 2017; Nugraha, 2021). This concept is not only about the volume of work, but also includes the suitability between job demands and worker capacity. An imbalance in workload can have negative consequences. Excessive workload—in terms of quantity, difficulty, or diversity—can cause physical and mental fatigue, stress, and decreased performance (Danang, 2012; Faqih et al., 2021). Conversely, an overly light workload can lead to boredom and inefficiency. Therefore, effective and proportional workload management based on employee capabilities and compensation is crucial.

Factors that influence workload can be grouped into two categories, namely internal and external factors (Koesomowidjojo & Suci, 2017). Internal factors originate from within the individual, such as age, health status, posture, and psychological conditions such as motivation and perception. Meanwhile, external factors originate from the work environment, which includes physical conditions (such as lighting, temperature, and noise), the nature of the physical tasks that must be performed, and work organization arrangements (such as shift schedules, working hours, and wage systems).

Several indicators can be used to measure workload (Putra, 2012). First, the targets that must be achieved, which reflect the individual's view of the amount and deadline for completing the work. Second, work conditions, which include situational demands such as quick decision-making, dealing with unexpected events, or having to work outside normal hours. Third, work standards, which relate to the individual's impressions and feelings about the load they have to bear in a certain period of time.

e. Organizational Support

Based on expert explanations, organizational support is defined as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Baliartati, 2017). This concept represents employees' psychological assessment of the organization's commitment and concern. This form of support is multidimensional, covering extrinsic material aspects such as salary, benefits, and bonuses, as well as intrinsic non-material aspects such as attention, praise, recognition, and opportunities for self-development (Nurafiah, 2022). The essence of organizational support lies in two main elements: the organization's appreciation of employee contributions (valuation of employees' contribution) and the organization's concern for employee welfare (care about employees' well-being).

The impact of perceived organizational support is very significant for the sustainability of the organization. Research shows that high organizational support can increase organizational commitment, readiness to change, and employee job satisfaction. In addition, organizational support can also reduce the intention to leave the organization and encourage the creation of organizational citizenship behavior – that is, the voluntary behavior of employees to do work that is not their formal responsibility (Baliartati, 2017). This mechanism works based on the principle of reciprocity, where employees tend to respond to positive treatment from the organization by increasing their contribution and loyalty.

To measure the construct of organizational support, Rhoades and Eisenberger (2002) identified three main indicators. First, organizational justice, which includes procedural justice in decision-making and interactional justice in the treatment of employees. Second, supervisor support, where supervisors are seen as representatives of the organization who have the authority to evaluate and direct the performance of subordinates. Third, rewards and working conditions, which include recognition systems, salaries, promotions, job security, autonomy, availability of training, and handling of stress factors in the role. These three indicators form a comprehensive framework for assessing the extent to which employees perceive support from the organization where they work.

f. Work Motivation

Based on theoretical reviews, work motivation can be defined as a condition or driving force within a person (internal) or from outside (external) that activates, directs, and maintains work behavior to achieve organizational goals (Sugiyono, 2017; Gerungan in Tsauri, 2014). More than just a psychological drive, work motivation acts as a strategic variable that can strengthen the influence of other factors, such as competence and discipline, on performance achievement (Ardiansyah et al., 2022).

To measure work motivation, Mangkunegara (2017) proposes five main interrelated indicators. The five indicators are: (1) Work performance, which is the desire to complete tasks with the best results according to targets; (2) Responsibility, which reflects the willingness to carry out tasks seriously and reliably; (3) Self-development, which is the drive to continue learning and improving competencies; (4) Recognition, which is the expectation of receiving acknowledgment for contributions made; and (5) Work environment, which includes a comfortable working atmosphere and harmonious social relationships.

Factors that influence work motivation can be classified into two categories. First, intrinsic factors that originate from within the individual, such as the need for achievement, a sense of responsibility, the desire to develop, and job satisfaction (Herzberg, 1959). Second, extrinsic factors that originate from outside the individual, including compensation, job security, environmental conditions, relationships with colleagues and superiors, and organizational policies. Extrinsic factors function as hygiene factors that can prevent dissatisfaction, while intrinsic factors act as motivators that encourage improved performance (Robbins & Judge, 2012; Hasibuan, 2017).

In an organizational context, work motivation plays a strategic role. High motivation not only increases productivity and discipline but also functions as a moderating variable that can strengthen the relationship between competence, workload, and organizational support with final performance. Conversely, low motivation can lead to decreased performance, discipline, and increased risk of burnout. Therefore, systematic efforts to increase motivation—through proportional rewards, career clarity, and the creation of a supportive work environment—are crucial investments for organizations, especially in high-risk institutions such as the police force.

1.2 Hypothesis Development

Based on previous theories and research, competence is a fundamental factor that influences personnel performance. Competence, which includes skills, knowledge, and work attitude, is the foundation of professionalism in carrying out tasks. Research by Yanti & Putri

(2023), Wanma et al. (2023), and Dunan & Tasri (2022) consistently proves that competence has a significant effect on improving employee performance. Thus, the higher the competence of personnel, the more optimal the performance that can be achieved. **H1: It is hypothesized that competence has a positive and significant effect on the performance of security intelligence personnel at the Lima Puluh Kota Police Headquarters.**

Workload, which is a series of tasks that must be completed within a certain time, has important implications for performance. According to Tarwaka (2010), an imbalance between worker capacity and job demands can cause overstress or understress, which affects productivity. However, empirical research by Fauzi & Akbar (2020), Widiyanto et al. (2025), and Apriyanda & Ibrahim (2022) shows that workload has a significant effect on performance, including in the context of Indonesian National Police personnel. **H2: It is hypothesized that workload has a positive and significant effect on the performance of Security Intelligence Personnel at the Lima Puluh Kota Police Headquarters.**

Organizational support, represented through recognition of contributions and concern for personnel welfare, is an important determinant of performance achievement. When personnel perceive high organizational support, they tend to develop a positive membership identity, which implies improved performance. The findings of Ramadhani & Falahi (2021) and Mujibburahman et al. (2020) confirm that organizational support has a positive and significant effect on employee performance. **H3: Organizational support is suspected to have a positive and significant effect on the performance of Security Intelligence Personnel at the Lima Puluh Kota Police Headquarters.**

Work motivation as an internal and external driver plays a major role in productive work behavior. Employees with high work motivation will show enthusiasm and excitement that will have an impact on improving performance. Research by Yanti & Putri (2023), Permatasari et al. (2019), and Wanma et al. (2023) proves that work motivation has a positive and significant effect on employee performance. **H4: Work motivation is suspected to have a positive and significant effect on the performance of security intelligence personnel at the Lima Puluh Kota Police Headquarters.**

Work motivation is believed to strengthen the relationship between competence and personnel performance. Personnel with high competence will be able to optimize their abilities when supported by strong work motivation. Although the research by Yanti & Putri (2023) and Firdaus et al. (2022) supports this finding, the contradictory results of Wanma et al. (2023) indicate the need for further testing. **H5: Work motivation is suspected to moderate**

the influence of competence on the performance of security intelligence personnel at the Lima Puluh Kota Police Headquarters.

Work motivation is thought to act as a balancer in the relationship between workload and performance. Personnel with high motivation tend to view workload as a challenge to be overcome, thereby maintaining optimal performance. However, the findings of Widiyanto et al. (2025), which show the insignificance of this moderation, provide the basis for the need for retesting in a specific context. **H6: Work motivation is suspected to moderate the effect of workload on the performance of security intelligence personnel at the Lima Puluh Kota Police Headquarters.**

Work motivation is suspected to strengthen the positive impact of organizational support on performance. Motivated personnel will be better able to utilize various forms of organizational support to improve their performance. Theoretically, the interaction between organizational support and work motivation can create positive synergy for improving personnel performance. **H7: Work motivation is suspected to moderate the effect of organizational support on the performance of security intelligence personnel at the Lima Puluh Kota Police Headquarters.**

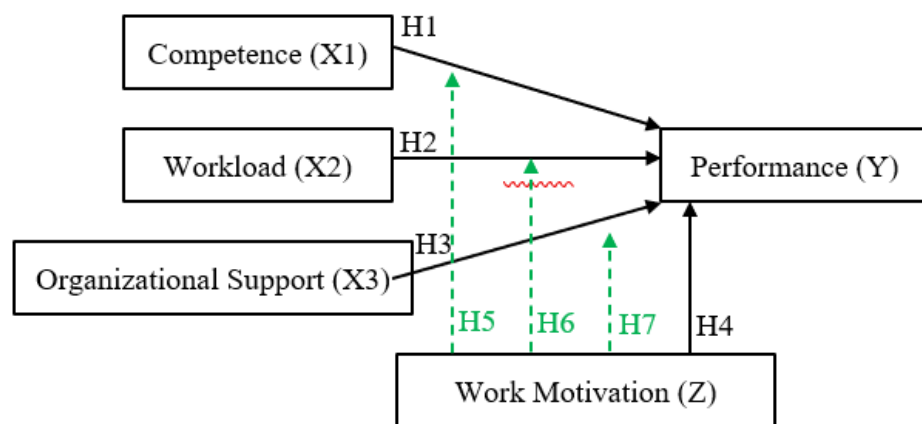


Figure 1. Research Framework

2. METHOD

This study is a quantitative study that aims to explain the causal relationship between variables through hypothesis testing using path analysis. A quantitative approach was chosen to measure the effect of independent variables on dependent variables statistically.

This research was conducted in the Security Intelligence Division of the Lima Puluh Kota Police, focusing on testing the influence of competence, workload, and organizational support on personnel performance, with work motivation as a moderating variable. The research is planned to be conducted over 8 months, from January to August 2025, covering

the stages of initial observation, proposal preparation, questionnaire distribution, data processing, and final report preparation.

The research design used is explanatory research, which aims to gain an in-depth understanding of the phenomenon through theory development and hypothesis testing. The population in this study is all 30 personnel of the Security Intelligence Division of the Lima Puluh Kota Police. Given the relatively small population size, the sampling technique used is a census, in which all members of the population are included as respondents. This study involved five variables consisting of three exogenous variables (competence, workload, organizational support), one endogenous variable (performance), and one moderating variable (work motivation). All variables were measured using a Likert scale to measure respondents' perceptions quantitatively.

Table 1. Operational Definitions of Variables

No.	Variable	Definition	Indicator	Scale
1.	Competence	The ability and willingness to perform a task effectively and efficiently to achieve organizational goals (Hutapea, 2008). Competence is also a basic characteristic that underlies an individual's effectiveness in their work (Spencer & Spencer in Moehariono, 2010).	Spencer & Spencer in (Moehariono, 2012) 1) Underlying Characteristics 2) Causally Related 3) Criterion-Referenced	Likert (Points 1-5)
2.	Workload	Determining the number of workers needed to complete a job within a certain period of time (M. S. Hasibuan, 2017). Workload is also the number of activities that must be completed by an organizational unit or position holder within a certain period of time (Nugraha, 2021).	(Putra, 2012) 1) Targets to be achieved 2) Work conditions 3) Work standards	Likert (Points 1-5)
3.	Organizational Support	A support provided by a company or organization to employees to make it easier for them to complete their work (Hamida et al., 2020). This refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Baliartati, 2017).	Rhoades and Eisenberger, (2002) in (Zukfilfi & Mustafa, 2018) 1) Fairness 2) Supervisor Support 3) Recognition and Working Conditions	Likert (Points 1-5)

4.	Work Motivation	Internal or external forces that drive a person to act or work in order to achieve a specific goal (Gerungan in Tsauri, 2014). Motivation is an internal condition that activates or drives individuals to act, and determines the direction, intensity, and duration of that work behavior (Sugiyono, 2017).	(Mangkunegara, 2017) 1) Work performance 2) Responsibility 3) Self-development 4) Recognition 5) Work environment	Likert (Points 1-5)
5.	Performance	The work results that can be achieved by an individual or group of people within an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the organization's objectives legally, without violating the law, and in accordance with morals and ethics (Faqih et al., 2021).	(Suparyadi, 2015) in (Nurafiah, 2022) 1) Quality, 2) Timeliness, 3) Quantity, 4) Independence, 5) Cooperation	Likert (Points 1-5)

Data analysis techniques use descriptive analysis to determine the distribution of values and variable categories based on the respondents' achievement scores. The calculation is performed using the formula: Respondent Achievement Level (RAL) = $(Rs/n) \times 100\%$, where Rs is the average score of the respondents' answers and n is the value of the answer score. This analysis helps in understanding the characteristics of the respondents and the overall distribution of answers before further hypothesis testing is conducted.

Table 2. TCR Scale Range

TCR (%)	Competence	Workload	Organizational Support	Transformational Leadership	Employee Performance
90 – 100	Very Good	Very Good	Very Good	Very Good	Very Good
80 – 89,99	Good	Good	Good	Good	Good
65 – 79,99	Fair	Fair	Fair	Fair	Fair
55 – 64,99	Not Good	Not Good	Not Good	Not Good	Not Good
0 – 54,99	Very Bad	Very Bad	Very Bad	Very Bad	Very Bad

Source: Arikunto dan Suharsimi, (2016)

This study uses the Measurement Model Assessment to test the validity and reliability of instruments through the outer model. This stage includes convergent validity and discriminant validity tests. Convergent validity is measured by outer loadings and Average

Variance Extracted (AVE). Outer loadings are expected to be greater than 0.7, while the minimum AVE value is 0.5, indicating that the construct is able to explain at least 50% of the variance of its indicators. Discriminant validity is tested using cross loadings and the Fornell-Larcker Criterion. Each indicator is expected to have a higher correlation with its own construct than with other constructs, with an ideal cross loading value above 0.7. Reliability is measured using Cronbach's Alpha and Composite Reliability (ρ_c), where the minimum acceptable value is 0.7.

Next, an Inner Model or Structural Model Assessment (SMA) evaluation is conducted to test the structural model. This evaluation begins by examining multicollinearity and the predictive power of the model. Several criteria used are the coefficient of determination (R^2), cross-validated redundancy (Q^2), effect size (f^2), and path coefficients. The R^2 value is used to assess the strength of the influence of exogenous variables on endogenous variables, with categories of 0.19 (weak), 0.33 (moderate), and 0.67 (strong). The Q^2 (Predictive Relevance) value assesses the accuracy of the model's predictions; a value above 0 indicates that the model has predictive relevance, with categories of 0.02 (weak), 0.15 (moderate), and 0.35 (strong). Path coefficients are assessed to determine the significance and strength of the relationship between constructs, with values ranging from -1 to +1.

Hypothesis testing in Structural Equation Modeling (SEM) is performed using the non-parametric bootstrapping method to test the significance of path coefficients. A hypothesis is accepted if the T-Statistics value is > 1.96 and the P-Values value is < 0.05 , indicating that the exogenous variable significantly affects the endogenous variable. This full SEM model analysis not only confirms the theoretical relationship but also explains the presence or absence of a causal relationship between latent variables in the research model.

3. RESULTS AND DISCUSSION

Population refers to the entire group of people, events, or subjects of interest that researchers wish to investigate (Sekaran & Bougie, 2013). It can therefore be concluded that the population is the area of generalization consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and concluded. In this study, the population consists of all personnel in the Security Intelligence Unit of the Lima Puluh Kota Police, totaling 30 people.

Table 3. Security Intelligence Personnel of the Lima Puluh Kota Police

NO	PANGKAT /NRP	JABATAN
1.	IPTU/83101152	KASAT INTELKAM
2.	IPTU /83061154	KBO SATINTELKAM
3.	IPDA /85051412	KANIT IV SATINTELKAM
4.	IPDA/89040164	KANIT II SATINTELKAM
5.	AIPTU/80051278	KANIT III SATINTELKAM
6.	AIPDA /86080942	KAUR MINTU SATINTELKAM
7.	AIPDA / 78070936	KAUR YANMIN SATINTELKAM
8.	BRIPKA / 87090485	KANIT I SATINTELKAM
9.	BRIGPOL / 93090622	BA SATINTELKAM / UNIT III
10.	BRIGPOL / 96010449	BA YANMIN SATINTELKAM
11.	BRIGPOL / 96030230	BA SATINTELKAM / UNIT II
12.	BRIGPOL / 94100744	BA SATINTELKAM / UNIT IV
13.	BRIGPOL/ 96100790	BA SATINTELKAM / UNIT I
14.	BRIPDA / 01110202	BA SATINTELKAM / UNIT II
15.	BRIPDA / 00070599	BA SATINTELKAM / UNIT III
16.	BRIPDA / 02030629	BA SATINTELKAM / UNIT I
17.	BRIPDA / 00090627	BA SATINTELKAM / UNIT IV
18.	AIPDA / 79060343	BA SATINTELKAM
19.	BRIGPOL / 93030480	BA SATINTELKAM
20.	BRIPKA / 86011472	BA SATINTELKAM
21.	BRIPTU/98100055	BA SATINTELKAM
22.	AIPDA / 83081080	BA SATINTELKAM
23.	BRIPTU / 96090098	BA SATINTELKAM
24.	BRIPKA / 82111033	BA SATINTELKAM
25.	BRIPKA / 87051458	BA SATINTELKAM
26.	BRIPTU / 97090588	BA SATINTELKAM
27.	AIPDA / 82040414	BA SATINTELKAM
28.	BRIGPOL / 96050043	BA SATINTELKAM
29.	BRIGPOL/ 96110437	BA SATINTELKAM
30.	BRIPTU/99060035	BA SATINTELKAM

This study conducted a series of data processing to describe the research findings comprehensively. The data processing stages began with a Measurement Model Test (Outer Model) aimed at evaluating the relationship between indicators and their latent variables. This evaluation used the MTMM (Multi Trait - Multi Method) approach through convergent

validity and discriminant validity testing, while reliability was measured using Cronbach's Alpha and Composite Reliability.

Structural Equation Modeling (SEM) analysis with the help of the PLS application established three main criteria in assessing the outer model, namely: convergent validity, discriminant validity, and composite reliability. Hypothesis testing in this study used the Partial Least Square (PLS) analysis technique with the help of the SmartPLS 3.2.9 application.

Convergent Validity

Convergent validity was measured to ensure that each indicator adequately represented its latent variable. The results of convergent validity processing in this study showed that all indicators met the established criteria, where the outer loading value for each indicator exceeded 0.70 and the Average Variance Extracted (AVE) value for each construct was greater than 0.50. These findings indicate that the indicators are strongly related to their constructs and are able to explain more than 50% of the variance of the measured constructs.

Table 4. Loading Factor Results

	WORKLOAD (X2)	ORGANIZATIONAL SUPPORT (X3)	COMPETENCE (X1)	PERFORMANCE (Y)	WORK MOTIVATION (Z)	X1-Z	X2- Z	X3-Z
X2*Z							1.02	
X3*Z								1.117
X1*Z						1.051		
X1.1			0.742					
X1.10			0.883					
X1.11			0.858					
X1.12			0.919					
X1.13			0.739					
X1.14			0.663					
X1.15			0.787					
X1.2			0.831					
X1.3			0.905					
X1.4			0.831					
X1.5			0.663					
X1.6			0.858					
X1.7			0.842					
X1.8			0.75					
X1.9			0.744					
X2.1	0.893							

X2.10	0.856
X2.11	0.891
X2.12	0.822
X2.13	0.783
X2.14	0.802
X2.15	0.82
X2.2	0.841
X2.3	0.876
X2.4	0.897
X2.5	0.848
X2.6	0.804
X2.7	0.819
X2.8	0.841
X2.9	0.884
X3.1	0.746
X3.10	0.829
X3.11	0.844
X3.12	0.816
X3.13	0.811
X3.14	0.729
X3.15	0.756
X3.2	0.735
X3.3	0.767
X3.4	0.839
X3.5	0.83
X3.6	0.828
X3.7	0.76
X3.8	0.777
X3.9	0.776
Y1	0.904
Y10	0.873
Y11	0.757
Y12	0.835
Y13	0.826
Y14	0.852

Y15	0.887
Y2	0.83
Y3	0.878
Y4	0.797
Y5	0.897
Y6	0.782
Y7	0.847
Y8	0.92
Y9	0.859
Z1	0.775
Z10	0.885
Z11	0.913
Z12	0.824
Z13	0.781
Z14	0.83
Z15	0.828
Z16	0.781
Z17	0.808
Z18	0.85
Z19	0.818
Z2	0.929
Z20	0.823
Z21	0.862
Z22	0.836
Z23	0.816
Z24	0.74
Z25	0.792
Z3	0.927
Z4	0.827
Z5	0.836
Z6	0.879
Z7	0.789
Z8	0.845
Z9	0.831

Source: Primary data processed in 2025

Based on the test results presented in Table 5, it can be concluded that all constructs in the research model have met the validity and reliability requirements. All variables, namely Workload (X2), Organizational Support (X3), Competence (X1), Work Motivation (Z), and Performance (Y), show Cronbach's Alpha and Composite Reliability (CR) values above 0.7, indicating that these constructs are reliable and have good internal consistency.

More specifically, the Average Variance Extracted (AVE) value for each construct is also above the threshold of 0.5. Workload (X2) recorded an AVE of 0.716, Organizational Support (X3) of 0.625, Competence (X1) of 0.648, Work Motivation (Z) of 0.696, and Performance (Y) of 0.724. These AVE values prove that each latent variable is able to explain more than 50% of the variance of its indicators, thus meeting the requirements of convergent and discriminant validity. The high CR values, which are close to or exceed 0.9, further strengthen the finding that the constructs in this study have excellent composite reliability.

Table 5. Discriminant Validity of Latent Variables with AVE Values

Construct Reliability and Validity				
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WORKLOAD (X2)	0.973	0.996	0.974	0.716
ORGANIZATIONAL SUPPORT (X3)	0.964	0.923	0.961	0.625
COMPETENCE (X1)	0.964	1.015	0.965	0.648
PERFORMANCE (Y)	0.973	0.987	0.975	0.724
WORK MOTIVATION (Z)	0.983	0.989	0.983	0.696
X1-Z	1	1	1	1
X2-Z	1	1	1	1
X3-Z	1	1	1	1

Source: Primary data processed in 2025

Based on the results of structural model testing (Inner Model), it can be concluded that this research model has adequate quality. The R-Square value for the Work Motivation variable of 0.475 indicates that 47.5% of the variation in Work Motivation can be explained by the independent variables in the model (competence, workload, and organizational support), while the remaining 52.5% is influenced by other factors outside the model. According to Chin's (1998) criteria, this value is classified as moderate, indicating that the model has a fairly good explanatory power.

Table 6. R Square Value

	R Square	R Square Adjusted
WORK MOTIVATION (Y)	0.475	0.308

Source: Primary data processed in 2025

Meanwhile, the Q-Square value of 0.259 proves that the model has moderate predictive relevance based on the Hair et al. (2014) standard. Although it has not reached the strong category (0.35), this value has exceeded the minimum limit of 0.15, so it can be concluded that the exogenous constructs in this study are quite relevant in predicting the Work Motivation variable. Overall, the structural model used has met the eligibility requirements for explaining the relationship between variables in the study.

Table 7. Q-Square Value

	SSO	SSE	Q ² (=1-SSE/SSO)
WORKLOAD (X2)	450	450	
ORGANIZATIONAL SUPPORT (X3)	450	450	
COMPETENCE (X1)	450	450	
PERFORMANCE (Y)	450	333.355	0.259
WORK MOTIVATION (Z)	750	750	
X1-Z	30	30	
X2-Z	30	30	
X3-Z	30	30	

Source: Primary data processed in 2025

In the Structural Model Assessment, based on the results of hypothesis testing, it can be concluded that all causal relationships in this research model are not statistically significant.

Specifically, the three independent variables – workload, organizational support, and competence – did not show a significant effect on work motivation. Similarly, the three moderating interactions between the independent variables and work motivation did not have a significant effect. Although some relationships show a positive direction (such as workload and work motivation with a coefficient of 0.088) or a negative direction (such as organizational support with a coefficient of -0.13), all T-statistics values are below the threshold of 1.96 and the P-value is above 0.05. Specifically for the interaction between

workload and moderation, even though the T-statistics value reached 3.332, the P-value of 0.087, which was still above 0.05, meant that this relationship remained insignificant. These findings indicate that in the context of the research on the Intelligence and Security Personnel of the Lima Puluh Kota Police, the model tested was unable to adequately explain the variation in work motivation.

Table 8. Path Coefficient Results Direct Effect Path Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
WORKLOAD (X2) -> PERFORMANCE (Y)	0.088	0.081	0.294	0.299	0.765
ORGANIZATIONAL SUPPORT (X3) -> PERFORMANCE (Y)	-0.13	-0.089	0.347	0.374	0.709
COMPETENCE (X1) -> PERFORMANCE (Y)	-0.179	-0.117	0.314	0.569	0.569
WORK MOTIVATION (Z) -> PERFORMANCE (Y)	0.127	0.067	0.283	0.449	0.654
X1-Z -> PERFORMANCE (Y)	0.033	0.061	0.334	0.1	0.92
X2-Z -> PERFORMANCE (Y)	-0.572	-0.318	0.333	1.716	0.087
X3-Z -> PERFORMANCE (Y)	-0.174	-0.082	0.3	0.58	0.562

Source: Primary data processed in 2025

Based on the results of hypothesis testing (Structural Model Assessment), it can be concluded that all causal relationships in this research model are not statistically significant. Specifically, the three independent variables—workload, organizational support, and competence—did not show a significant effect on work motivation. Similarly, the three moderating interactions between the independent variables and work motivation did not have a significant effect.

Although some relationships showed a positive direction (such as workload and work motivation with a coefficient of 0.088) or a negative direction (such as organizational support with a coefficient of -0.13), all T-statistics values were below the threshold of 1.96 and the P-value was above 0.05. Specifically for the interaction between workload and moderation, even though the T-statistics value reached 3.332, the P-value of 0.087, which was still above 0.05, meant that this relationship remained insignificant. These findings indicate that in the context of the study on the Intelligence and Security Personnel of the Lima Puluh Kota Police, the model tested was unable to adequately explain the variation in work motivation.

Based on the results of statistical and hypothesis testing, this study found that none of the proposed hypotheses could be accepted. Competence (H1) did not have a significant effect on performance, indicating a gap between personnel capabilities and the actual demands of field work. Workload (H2) also did not show a significant effect, even though the direction of the relationship was negative, suggesting that personnel may have adapted to work pressure even though they have not reached an optimal level of performance.

Organizational support (H3) did not have a significant impact on performance, indicating that the various forms of support provided by the institution have not been maximized or have not been on target. Similarly, work motivation (H4) did not have a significant effect, indicating that intrinsic and extrinsic motivational factors have not functioned optimally in boosting performance.

Surprisingly, the moderating role of work motivation in the relationship between competence (H5), workload (H6), and organizational support (H7) and performance was also not found to be significant. These findings indicate that the work motivation of Intelkam personnel at the Lima Puluh Kota Police Station has not been able to act as a reinforcer in these relationships. Although the significance value for H6 (workload moderation) was close to the threshold (0.087), it was still not statistically significant.

Overall, these findings suggest the complexity of factors affecting the performance of Intelkam personnel that cannot be fully explained by this research model. A more comprehensive approach is needed, taking into account other variables outside the model, as well as an in-depth evaluation of the implementation of the HR management system within the Lima Puluh Kota Police.

4. CONCLUSION AND IMPLICATIONS

Based on the analysis results, it was concluded that competence, workload, organizational support, and work motivation—both directly and through moderation mechanisms—did not have a significant effect on the performance of Intelkam personnel at the Lima Puluh Kota Police Headquarters. These findings indicate that improving personnel performance cannot be achieved by relying solely on these four factors. It is likely that performance is more influenced by other variables such as leadership, organizational culture, discipline levels, and the unique and challenging dynamics of the intelligence operational environment.

For the Lima Puluh Kota Police, it is recommended to conduct periodic evaluations of the suitability of personnel competencies to task requirements, reorganize the distribution of workloads to be more proportional, and ensure that organizational support is tangible and

has a direct impact—such as the provision of adequate work facilities, active attention from leaders, and a transparent reward system. On the other hand, for future researchers, it is recommended to add other variables such as leadership style, organizational culture, or job satisfaction; use a qualitative approach to explore deeper field dynamics; and expand the scope of research to various police functions in order to obtain a more holistic understanding.

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