

**THE ROLE OF INTRINSIC MOTIVATION IN MODERATING THE
EFFECT OF JOB ANALYSIS, WORKLOAD, AND COMPETENCE ON
EMPLOYEE PERFORMANCE
(EMPIRICAL STUDY OF SUB-DISTRICT EMPLOYEES
THROUGHOUT KUNINGAN REGENCY)**

Lina Herlina¹, Dikdik Harjadi², Yanneri Elfa Kiswara Rahmantya³
Kuningan University, Indonesia^{1,2,3}

Email: 20241710009@uniku.ac.id¹, dikdik.harjadi@uniku.ac.id², yanneri@uniku.ac.id³

Abstract: The problem in this research is motivated by the decline in the performance of sub-district employees in Kuningan Regency in the period 2021–2024, which is reflected in the decline in the value of the Individual Performance Indicator (IKI) as well as the results of the pre-survey which showed weaknesses in the quality aspect. work, punctuality, cooperation, and efficiency cost. Study This This For Analysis influence analysis This study examines the relationship between position, workload, and competence on employee performance, and examines the role of intrinsic motivation in moderating this relationship. The research method used was a survey with a descriptive analysis type and a quantitative approach. The sampling technique used was probability sampling with a random sampling method. example, with amount sample as many as 201 employee ASN Subdistrict throughout Kuningan Regency. Data collection techniques were conducted through questionnaires with an interval scale of 1–10 and documentation. Data analysis included descriptive analysis, classical assumption tests, and moderated regression analysis. The results of the study showed that: (1) job analysis had a positive and significant effect on employee performance, (2) workload had a negative and significant effect on employee performance, (3) competence had a positive and significant effect on employee performance, (4) intrinsic motivation had a positive and significant effect on employee performance, (5) intrinsic motivation was able to moderate influence analysis Position on employee performance, (6) Intrinsic motivation is able to weaken the negative influence of workload on employee performance, and (7) intrinsic motivation is able to strengthen the influence of competence on employee performance. This finding emphasizes the important role of intrinsic motivation in increasing the effectiveness of human resource management in government environments.

Keywords: *motivation intrinsic, job analysis, workload work, competence, employee performance*

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1. Introduction

Employee performance is a key factor in determining the success of public sector organizations, especially in providing services to the public. The decline in the performance of government officials can have a direct impact on the quality of public services and public trust. Data on employee performance assessments for sub-districts throughout Kuningan Regency during the 2021–2024 period shows a downward trend in performance, from good to adequate. This condition indicates the need for evaluation of the factors that influence employee performance.

Theoretically, employee performance is influenced by various factors, including other job analyses, workload, and competency (Robbins & Judge, 2019). A clear job analysis provides an understanding of employee duties and responsibilities, thus promoting work effectiveness (Mathis & Jackson, 2011). An unbalanced workload has the potential to cause stress and work fatigue which can result in decreased performance (Bakker & Demerouti, 2007). Meanwhile, competence is the main prerequisite for employees to be able to carry out tasks effectively and efficiently (Spencer & Spencer, 1993).

However, previous research has shown mixed results. Some studies have found that analyses of the influence of position, workload, and competence on performance are inconsistent, necessitating the inclusion of other variables that can strengthen or weaken these relationships. Intrinsic motivation, as explained in Self-Determination Theory (Deci & Ryan, 2000), is believed to play a crucial role in fostering positive work behavior and improving employee performance.

2. Research Method

The method used in this research is descriptive. As explained by Saunders, Lewis, and Thornhill (2020), descriptive research aims to describe in detail the characteristics of a variable or the relationship between variables in a specific context, without manipulating existing conditions. In other words, this method is used to gain a clear understanding of the influence of job analysis, workload, and competency on employee performance, with intrinsic motivation as a moderating variable. The approach used is quantitative, namely an approach oriented towards numerical data and statistical analysis. According to Queirós, Faria, and Almeida (2020), a quantitative approach allows researchers to test hypotheses through structured data collection which is then analyzed statistically. This approach is used when researchers want to determine the relationship between variables and measure the strength and direction of that relationship based on measurable and objective data.

3. Results and Discussion

3.1. Results

Description Research Object

This research focuses on civil servants (ASN) who work in all sub-district offices in Kuningan Regency. ASN is generally understood as a profession for civil servants who work in central and regional government agencies and play a strategic role in governance, development, and public services. The position of ASN is not only as a policy implementer, but also as a glue and unifier of the nation who is required to uphold basic values such as integrity, professionalism, neutrality, and accountability in all its implementation. In the context of regional government, particularly at the sub-district level, civil servants (ASN) are at the forefront of public service delivery, interacting directly with the public on various

administrative, social, and regional development matters. Therefore, the quality of ASN performance at sub-district offices significantly determines public perception of the effectiveness and credibility of local government (Law No. 5 of 2014).

Description Characteristics Respondents

The description of the research data was carried out to determine the characteristics of respondents who had completed the questionnaire. The purpose of this analysis is to determine the general characteristics of the respondents. This respondent description provides simple information about the respondents' circumstances, such as gender, age, job title, and length of service.

Description Variables Study

The following is a description of the results of the distribution of the job analysis questionnaire. (Variable X₁) as many as 6 statements, workload (Variable X₂) as many as 6 statements, competence (Variable X₃) as many as 10 statements, intrinsic motivation (Variable M) as many as 12 statements and employee performance (Variable Y) as many as 12 statements, which were obtained from sub-district employees throughout Kuningan Regency with a total questionnaire of 46 statements.

Table 1. Description Variables Study Statistics

Position Analysis		Burden Work	Competence	Intrinsic motivation	Employee performance
N	Legitimate	201	201	201	201
	Is lost	0	0	0	0
Means		57.02	56.75	95.60	114.33
Standard. Error from Average		,385	,394	612	771
Median		59.00	60,000	100,000	120,000
Mode		60	60	100	120
Standard. Deviation		5,452	5,593	8,673	10,924
Difference		29,730	31,278	75,221	119,333
Reach		38	35	78	97
Minimum		22	25	22	23
Maximum		60	60	100	120
Amount		11461	11407	19216	22981

Source: exercise data from *output SPSS, 2025*

Based on table 9 it is known that there is difference mark means Differences between variables occur because each variable has a different number of indicators and score range. The analysis of the job and workload variables has a lower mean value because it is measured with a smaller number of statements and reflects respondents' perceptions at a moderate level. Conversely, the competency, intrinsic motivation, and employee performance variables have a higher mean value because they have a greater number of indicators, resulting in a higher

accumulated score. respondents become bigger. Besides That, respondents tend gave positive assessments of their competence, internal motivation, and performance. Thus, the apparent large difference in mean scores does not indicate data irregularities, but rather is due to differences in the number of items in each variable.

Results Test Assumptions Classic

1) Test Results Normality

Results calculation test normality for variables Which Study presented as in the following table.

Table 2. Results Test Normality
One-Sample Kolmogorov-Smirnov Test

		Analisis jabatan	Beban kerja	Kompetensi	Motivasi instrinsik	Kinerja pegawai
N		201	201	201	201	201
Normal Parameters ^{a,b}	Mean	57,02	56,75	95,60	114,33	114,64
	Std. Deviation	5,452	5,593	8,673	10,924	10,693
Most Extreme Differences	Absolute	,303	,298	,315	,337	,320
	Positive	,292	,281	,306	,302	,308
	Negative	-,303	-,298	-,315	-,337	-,320
Test Statistic		,303	,298	,315	,337	,320
Asymp. Sig. (2-tailed)		,145 ^c	1,745 ^c	,382 ^c	,106 ^c	,109 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: exercise data from *output SPSS, 2025*

Based on Table 10, the results of the normality test with *Kolmogorov-Smirnov*^a show that the job analysis variables (X1), workload (X2), competence, intrinsic motivation (M), and performance (Y) obtained an *Asymp. signature value. (2-tailed)* namely 0.145; 1.745; 0.382; 0.106; and 0.109 more than 0.05. The probability value or *Asymp. value. signature. (2-tailed)* obtained by the five variables studied is greater than 0.05 or p value > 0.05. So the five variables to be studied have a **normal data distribution**.

2) Test Results Multicollinearity

Results test multicollinearity use program application *SPSS version 25* obtained as follows.

Table3. Results Test Multicollinearity
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,624	1,699		,367	,714
	Analisis jabatan	,123	,060	,063	2,072	,040
	Beban kerja	-,023	,064	-,012	-3,354	,004
	Kompetensi	,919	,060	,746	15,362	,000
	Motivasi instrinsik	,301	,046	,308	6,564	,000

a. Dependent Variable: Kinerja pegawai

Source: exercise data from *output SPSS, 2025*

Based on table 11, the VIF value for job analysis (Variable X₁) and workload (Variable X₂), competence (Variable X₃) and intrinsic motivation (Variable M) is less than 10 (VIF < 10). *The tolerance* value of job analysis (Variable X₁) and workload (Variable X₂), competence (Variable X₃) and intrinsic motivation (Variable M) is above 10%, so it can be said that in the regression model **there is no multicollinearity referring to the tolerance** value and VIF value.

3) Test Results Heteroscedasticity

The results of the heteroscedasticity test in this study can be seen in the following table.

Table 4. Results Test Heteroscedasticity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,414	1,236		7,618	,000
	Analisis jabatan	-,092	,043	-,277	-,118	,135
	Beban kerja	,019	,046	,060	,417	,677
	Kompetensi	,165	,044	,792	,792	,572
	Motivasi instrinsik	-,175	,033	-,1057	-,238	,230

a. Dependent Variable: ABS_RES

Source: exercise data from *output* SPSS, 2025

4) Results Moderated Regression Analysis

1. Results Analysis Regression Multiple

Based on table 13 above, the multiple linear regression equation is obtained as follows:

$$\hat{Y} = A + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 M$$

$$\hat{Y} = 0.624 + 0.123X_1 - 0.023X_2 + 0.919X_3 + 0.301 \text{ million}$$

Based on the multiple linear regression equation, it can be described as follows:

- 1) The constant value of 0.624 indicates that if job analysis (Variable X₁), workload (Variable X₂), competence (Variable X₃) and intrinsic motivation (Variable M) are considered constant, then the performance score (Variable Y) will be worth 0.624.
- 2) The job analysis regression coefficient value (Variable X₁) of 0.123 indicates that if 1 job analysis score (Variable X₁) increases, the performance score (Variable Y) will increase by 0.123.
- 3) Mark coefficient regression load work (Variable X₂) of -0.023 shows that if 1 workload score (Variable X₂) is filled, the performance score (Variable Y) will decrease by 0.023.
- 4) The value of the competency regression coefficient (Variable X₃) of 0.919 indicates that if 1 competency score (Variable X₃) increases, the performance score (Variable Y) will increase by 0.919.
- 5) The intrinsic motivation regression coefficient value (Variable M) of 0.301 indicates that if 1 intrinsic motivation score (Variable M) increases, the performance score (Variable Y) will increase by 0.301.

Results Testing Hypothesis

Testing hypothesis in study This referring to on table 19 And table 20 with test T and summarized in the table the following.

Table 5. Results Testing Hypothesis

Hypothesis	Variables	Coefficient (B)	t-count	Signature.	Information
H1	Analysis Position → Employee Performance	0.123	2,072	0.040	Positive and significant impact
H2	Workload → Performance Employee	-0.023	-3,354	0.004	influences and Important
H3	Competence → Performance Employee	0.919	15,362	0.000	Influential positive and significant
H4	Motivation Intrinsic → Performance Employee	0.301	6,564	0.000	Positive and significant impact
H5	Analysis Position × Motivation Intrinsic → Performance Employee	0.014	2,547	0.005	Intrinsic moderating (reinforcing) motivation
H6	Workload × Motivation Intrinsic → Performance Employee	-0.002	-2,991	0.003	Motivation intrinsic moderating (weaken)
H7	Competence × Motivation Intrinsic → Performance Employee	0.005	7,810	0.000	Motivation intrinsic moderate (strengthen)

Source: exercise data from *output SPSS, 2025*

The explanation of the summary of the hypothesis testing above can be described as follows:

1. Hypothesis 1

The results of the hypothesis testing obtained a t_{count} of 2.072 and a significance value of 0.040. The t_{table} value for a sample of 201 respondents is 1,972. The significance value is $0.040 < 0.050$ and the $calculated\ t\ value\ (2.072) > t_{table}\ (1.972)$, meaning of analysis Position influential positive to employee performance, thus indicating that **Ho is rejected and H1 accepted.**

2. Hypothesis 2

The results of the hypothesis testing obtained a t_{count} of -3.354 and a significance value of 0.004. The t_{table} value for a sample of 201 respondents is 1,972. The significance value is $0.004 < 0.050$ and the $calculated\ t\ value\ (-3.354) < t_{table}\ (1.972)$, meaning that workload has a negative effect on employee performance, thus indicating that **Ho is rejected and H2 accepted.**

3. Hypothesis 3

The results of the hypothesis testing obtained a t_{count} of 15.362 and a significance value of 0.000. The t_{table} value for a sample of 201 respondents is 1,972. Mark meaning as big as $0.000 < 0.050$ And mark $t_{count}\ (15,362) > t_{table}\ (1.972)$, meaning that competence has a positive effect on employee performance, thus showing that **Ho is rejected and H3 accepted.**

4. Hypothesis 4

The results of the hypothesis testing obtained a t count of 6.564 and a significance value of 0.000. The t -table value for a sample of 201 respondents is 1,972. The significance value is $0.000 < 0.050$ and the calculated t value (6.564) $> t$ table (1.972), meaning that intrinsic motivation has a positive effect on employee performance, thus indicating that **H₀ is rejected and H₄ accepted.**

5. Hypothesis 5

The results of the hypothesis testing obtained a t count of 2.547 and a significance value of 0.005. The t -table value for a sample of 201 respondents is 1,972. The significance value is $0.005 < 0.050$ and the calculated t value (2.547) $> t$ table (1.972), meaning that intrinsic motivation can moderate the analysis of the influence position on employee performance, thus showing that **H₀ is rejected and H₅ accepted.**

6. Hypothesis 6

The results of the hypothesis testing obtained a t count of -2.991 and a significance value of 0.003. The t -table value for a sample of 201 respondents is 1,972. The significance value is $0.003 < 0.050$ and the calculated t value (-2.991) $< t$ table (1.972), meaning that intrinsic motivation can moderate the influence of workload on employee performance, thus indicating that **H₀ is rejected and H₆ accepted.**

7. Hypothesis 7

The results of the hypothesis testing obtained a t count of 7.810 and a significance value of 0.000. The t -table value for a sample of 201 respondents is 1,972. The significance value is $0.000 < 0.050$ and the calculated t value (7.810) $> t$ table (1.972), meaning that intrinsic motivation can moderate the influence of competence on employee performance, thus indicating that **H₀ is rejected and H₇ accepted.**

3.2. Discussion

1) Influence Analysis Position towards Performance Employee

The first hypothesis in this study states that job analysis influences employee performance. The results of the regression test show that position has a positive and significant influence on the performance of sub-district employees in Kuningan Regency. These findings show that the clearer the job analysis applied in an organization, the better the performance produced by employees.

Based on employee characteristics, the majority of respondents were male (60.2 %), in the productive age range to nearing maturity, with positions dominated by executives (35.3%) and relatively long work periods, especially in the range of 17–25 years. This condition indicates that most employees have adequate work experience and a good understanding of organizational tasks and responsibilities. Job analysis is an important factor because employees with diverse age backgrounds, positions, and length of service require a clear division of tasks, authority, and responsibilities so that their potential and experience can be optimized. Therefore, the conclusion is that job analysis has a positive and significant effect. on employee performance shows that the clearer the job analysis applied, the more capable employees with various characteristics are of carrying out their work effectively and producing better performance.

The findings of this study are also supported by various previous studies. Sedarmayanti's Research (2018) shows that job analysis has a significant influence on employee performance because it is able to create task clarity and reduce role conflict. Sinambela's research (2019) on government agencies area find that employee with understanding A good job

analysis demonstrates higher levels of performance compared to employees who don't clearly understand the job description. Another study by Prasetyo and Kurniawan (2021) also concluded that job analysis has a positive impact on civil servant performance, particularly in increasing work effectiveness and efficiency.

2) Influence Burden Work to Performance Employee

The second hypothesis in this study states that workload has a negative effect on employee performance. Based on the results of the regression test, it was concluded that the workload has a negative regression coefficient on the performance of sub-district employees in Kuningan Regency. These findings show that the higher the workload felt by employees, the lower their performance tends to be.

In line with the characteristics of the respondents, it shows that the number of employees studied was 201 people, with a gender composition dominated by men at 60.2% and women at 39.8%. In terms of age, employees are spread across the age range of 20 to 58 years, with the largest concentration being at the age of 44–55 years, which reflects a productive and mature age group based on work experience. Based on position, the majority of respondents came from executive positions, namely 35.3%, followed by structural officials such as District Secretaries (8.5%) and various section heads and subsection heads. Meanwhile, relative employee service period long, The majority have worked between 17 and 25 years, with some even exceeding 30 years. These characteristics indicate that most employees have considerable work experience and diverse responsibilities. When workloads increase and are out of balance with employee capacity, this condition has the potential to reduce performance, thus reinforcing research findings that workload negatively impacts employee performance.

Robbins And Judge (2017) state that burden Work Which Excessive (*excessive workload*) tends to cause work pressure which has a negative impact on individual performance. Excessive workload can lead to a decrease in the quality of work results, an increase in errors, and delays in completing tasks. Therefore, balanced workload management is an important factor in maintaining and improving employee performance.

Finding's study This - with research Son and Rahardjo (2020) concluded that workload has a negative effect on employee performance, but this effect is not always significant if employees have good work skills and experience. Research by Wiharno and Herma (2023) also shows that workloads that are not in accordance with the physical and mental conditions of employees can reduce performance, especially in terms of punctuality and work quality. Meanwhile, Handoko and Riyadi (2021) stated that the impact of workload on performance is highly dependent on the task distribution system and organizational support.

3) Influence Competence to Employee Performance

The third hypothesis in this study states that competence influences employee performance. The results of the regression test show that competence has a positive and significant influence on the performance of sub-district employees in Kuningan Regency. Even compared to other variables, competence shows the greatest influence on performance. This finding confirms that employee ability to carry out tasks is the main factor in determining the level of performance produced.

Based on respondent characteristics data, this study involved 201 employees, dominated by male employees at 60.2% and female employees at 39.8%. In terms of age , respondents were spread across the 20–58 year range, with the largest proportion being aged 44–55 years,

indicating that most employees were of mature working age. In terms of position, executive employees dominated at 35.3 %, followed by secretaries. Subdistricts amounting to 8.5% as well as various positions of section head and head subsection. In addition, the length of service of employees is relatively long, with the majority having time Work between 17–25 year and part even reach more from 30 years. These characteristics show that employees have quite a lot of work experience, so that competencies include knowledge, skills, and attitude work becomes factor crucial. In line with research results, competence is proven to have an influence on employee performance, which is indicated that the better competence Which own by employees who experienced the, so the more optimal also performance Which produced.

Based on the research results and support from previous theories and research, it can be concluded that competence has a very strong role in determining the performance of sub-district employees in Kuningan Regency. Organizations need to pay serious attention to employee competency development. through education and training, technical guidance, and software development skills so that employee performance can continue to be improved. Competence has been proven to have a positive and significant influence on employee performance. The higher the competency an employee has, the better the performance they produce. Therefore, competency development is the main strategy in improving employee performance in a sustainable manner.

4) Influence Intrinsic Motivation to Employee Performance

The fourth hypothesis in this study states that intrinsic motivation influences employee performance. The results of the regression test show that motivation intrinsic own influence positive and significant impact on the performance of sub-district employees in Kuningan Regency. This finding shows that the higher the intrinsic motivation an employee has, the higher the performance they can produce.

Based on the characteristics of the respondents, this study involved 201 employees with age composition Constituted by Group age 44–55 years and relatively long work periods, with most respondents being in the range of 17–25 years and some over 30 years. Furthermore, the respondents' positions were mostly executive (35.3 %) and structural officials, which require high levels of responsibility and work commitment. This indicates that employees have good work experience and understanding, so that internal motivations such as a sense of responsibility, a need for achievement, and job satisfaction are important factors in carrying out their duties. The results of the study show that intrinsic motivation influences employee performance, which means that the higher the intrinsic motivation of employees with these characteristics, the better the performance produced. This finding confirms that employees who have worked for a long time and understand their jobs tend to show optimal performance when supported by strong intrinsic motivation.

The results of this study align with Herzberg's (1959) two-factor theory, which states that intrinsic factors, such as achievement, recognition, and opportunities for growth, are the primary drivers of job satisfaction and performance. Employees who perceive their work as meaningful and provide opportunities for growth will demonstrate higher performance than those driven solely by external factors such as salary or supervision.

This finding is also supported by various previous studies. Luthans' (2018) research shows that intrinsic motivation has a significant influence on performance because it encourages individuals to work with full involvement and commitment. Rahmawati and Nugroho's (2021) research on local government civil servants found that intrinsic motivation

positively impacts employee performance, particularly in terms of work quality and responsibility. Another study by Sari and Putra (2022) also demonstrated that employees with high intrinsic motivation tend to have stable and sustainable performance.

5) Intrinsic Motivation Moderates the Effect of Job Analysis on Employee Performance

The fifth hypothesis in this study states that motivation analysis of the moderating influence of job intrinsic on employee performance. The results of the Moderated Regression Analysis (MRA) test show that the interaction analysis between job analysis and intrinsic motivation has a positive and significant effect on employee performance. This finding indicates that intrinsic motivation acts as a moderating variable that strengthens the influence of job analysis on performance.

Based on the characteristics of the 201 respondents, with the majority being aged 44–55 years, with relatively long work periods, predominantly in the 17–25 year range, and the majority holding executive positions (35.3%), it is understandable that the employees have good work experience and understanding. Under these conditions, analysis of job clarity alone is necessary. Not yet Of course produce performance optimal if No [Text unclear] encouragement internal from within the employee. The results of the study show that intrinsic motivation moderates the analysis of the influence of job on employee performance, which means that influence positive analysis Position to performance will the Stronger in employees with high intrinsic motivation. Employees with long work experience and a strong sense of responsibility tend to be able to utilize clarity of tasks, official duties, and responsibilities more effectively when they are driven by job satisfaction, a desire for achievement, and a personal commitment to their work. Thus, intrinsic motivation plays an important role in strengthening the relationship between job analysis and employee performance.

Intrinsic motivation serves as an enhancer in the analysis of the influence of a job on performance. Employees with high intrinsic motivation will use their understanding of their job as a guide to improve work quality, complete tasks on time, and demonstrate initiative. in work. On the other hand, employees with intrinsic motivation tend to be low working just to fulfill obligations, even though the job analysis has been well prepared.

Robbins and Judge (2017) stated that a clear work structure needs to be supported by individual factors to produce optimal performance. Organizational structure and work systems, including analysis, will only be effective if they align with the psychological and motivational states of employees. In other words, job analysis provides the framework, while intrinsic motivation determines the intensity and quality of that framework's utilization.

6) Intrinsic Motivation Moderates the Effect of Workload on Employee Performance

The sixth hypothesis in this study states that intrinsic motivation moderates the effect of workload on employee performance. The results of the *Moderated Regression Analysis (MRA)* test show that the interaction between workload and intrinsic motivation has a negative and significant effect on employee performance. This finding indicates that intrinsic motivation acts as a moderating variable that weakens the influence of workload on performance.

Based on the characteristics of the 201 respondents, with the majority being in the 44–55-year age range, relatively long tenure, predominantly between 17–25 years, and the majority holding executive positions (35.3%), the employees have considerable work experience and a good understanding of salary. Under these conditions, a high workload has

the potential to reduce employee performance, but this negative impact is not absolute. The results of the study show that intrinsic motivation moderates the effect of workload on employee performance, which means that employees with high intrinsic motivation are able to manage work pressure and demands better so that decreased performance due to workload can be minimized. Conversely, for employees with low intrinsic motivation, burden high workload tends to have a greater impact on performance decline. This finding confirms that intrinsic motivation plays an important role as a buffering factor in the relationship between workload and employee performance.

7) Intrinsic Motivation Moderates the Effect of Competence on Employee Performance

The seventh hypothesis in this study states that intrinsic motivation moderates the influence of competence on employee performance. The results of the Moderated Regression Analysis (MRA) test show that the interaction between competence and intrinsic motivation has a positive and significant effect on employee performance. This finding indicates that intrinsic motivation acts as a moderating variable that strengthens the influence of competence on performance.

Based on the characteristics of the respondents, which amounted to 201 employees, with a dominant age composition in the range of 44-55 years, relatively long work periods, namely the majority being in the range of 17-25 years, and the most positions as executives. as big as 35.3%, show that the employee has experience and sufficiently mature work competencies. However, the competencies that Employees do not always automatically produce optimal performance without internal motivation. Research shows that intrinsic motivation moderates the influence of competence on employee performance, meaning that the positive influence of competence on performance will be stronger in employees with high intrinsic motivation. Experienced and competent employees tend to be able to actualize their knowledge and skills optimally when supported by internal motivation, such as a sense of responsibility, job satisfaction, and a desire to achieve. Thus, motivation intrinsic play a role important in [Personal] connection between employee competence and performance.

Civil servants in Kuningan Regency, referring to these findings, show that competent employees will produce significantly better performance when supported by high intrinsic motivation. Employees are not only able to complete work according to standards but also demonstrate initiative, not quite enough answer, And perseverance at work. On the other hand, employees who are competent but have low intrinsic motivation tend to work simply to fulfill their obligations, so that their potential competencies are not fully realized.

Based on the heteroscedasticity test as in table 4.8, the significance value for job analysis (Variable X_1) and workload (Variable X_2), competency (Variable X_3) and intrinsic motivation (Variable M) is greater than 0.05. Therefore, it can be concluded that the analysis of job data (Variable X_1) and workload (Variable X_2), competency (Variable X_3) and intrinsic motivation (Variable M) *does not have heteroscedasticity problems.*

4. Conclusion

Based on the research results, data analysis and discussion, it can be concluded that:

- 1) Job analysis has a positive and significant impact on employee performance. This means that the clearer and more precise the job analysis, the better employee performance will be because employees clearly understand their duties, responsibilities, and job roles.

- 2) Workload has a significant negative impact on employee performance. This means that the higher the workload an employee receives, the lower their performance tends to be, as excessive workloads can lead to fatigue and reduce work effectiveness.
- 3) Competence has a positive and significant impact on employee performance. This means that the higher an employee's competency, whether in terms of knowledge, skills, or attitudes, the higher their performance.
- 4) Intrinsic motivation has a positive and significant impact on employee performance. This means that the stronger an employee's internal drive to perform well, the greater their performance will be.
- 5) Intrinsic motivation can moderate the effect of job analysis on employee performance. This means that intrinsic motivation can strengthen the influence of job analysis on performance, so job clarity will have a greater impact on performance if employees have high intrinsic motivation.
- 6) Intrinsic motivation can moderate the effect of workload on employee performance. This means that intrinsic motivation plays a role in weakening the negative impact of workload on performance, allowing employees with high intrinsic motivation to maintain their performance even when facing a high workload.
- 7) Intrinsic motivation can moderate the influence of competence on employee performance. This means that intrinsic motivation strengthens the influence of competence on performance, so that employee competence will be more optimal in improving performance. performance when supported by high intrinsic motivation.

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