

THE EFFECT OF WORK COMPETENCE, WORKLOAD, AND ADVERTISY INTELLIGENCE ON EMPLOYEES' PERFORMANCE, WITH WORK MOTIVATION AS AN INTERVENING VARIABLE



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Abstract

This study analyzed the effect of work competence, workload, and adversity intelligence on employees' performance with work motivation as an intervening variable. Besides, it aimed to improve employees' understanding and performance at KSP KOPDIT Mitan Gita in Maumere, Sikka. Moreover, the study was associative-quantitative with a correlational approach and path analysis, to examine the relationship among the variables on employees' performance through work motivation. The population was 138 permanent employees at KSP KOPDIT Mitan Gita. Furthermore, the data were collected through questionnaires and documentation. The testing included validity, reliability, F-test, determination coefficient (R^2), and t-test. As a result, the descriptive statistics test identified the significant effect of deadlines, work patterns, flexibility, and life needs on employees' performance. Additionally, the result of validity and reliability was guaranteed (Cronbach's alpha 0,60). The independent regression model was free from normality, multicollinearity, and heteroscedasticity. In addition, the result of the path analysis showed that work motivation was effective as a mediator with the best model (R^2 56,56%). In short, work competence, workload, and adversity intelligence had a significant effect on employees' performance at KSP KOPDIT Mitan Gita, with work motivation as an important mediator.

Keywords: Work Competence, Workload, Adversity Intelligence, Work Motivation, Employees' Performance

INTRODUCTION

Employees are very important human resources in an organization. The good and bad of an organization can be assessed from the quality of performance and contribution given by employees to the organization. Good employee performance can be seen from how much achievement can be achieved by employees an organizational goal. The success of a company depends on the ideas, opportunities, and performance of employees. Employee performance must be able to create new ideas to provide added value to consumers. Having quality employees is the desire of every leader in the company. To find competent employees, it is not easy because not all employees can meet the criteria desired by the company. Syamsuriansyah et al. (2021) stated that performance assessment is the result of a systematic assessment and is based on a group of activity performance indicators in the form of input, output, benefits, and impact indicators.

Employee performance according to Rivai, (2008:309), defines employee performance as behavior that is generated as a form of ability or work achievement produced by employees according to their role in the company. Many companies assess their employees' performance annually or quarterly to determine specific areas that need improvement and to encourage further success in areas that meet or exceed expectations.

Along with the importance of human resources in supporting performance, cooperatives as one of the institutions engaged in the financial sector, are also required to have employees who have high work enthusiasm, can work in teams, and need motivation in each employee so that the performance of the cooperative can grow and have good quality. According to Sugiyanto (2019:13), the indicator of the success of a cooperative in service activities to members is the change in the standard of living of members that develops towards good and successful in line with the development of the cooperative. The work motivation factor can be one of the factors that can encourage employees to carry out activities or tasks as well as possible to achieve performance with a good predicate.

According to Hasibuan et al. (2021), work motivation is a driver that creates a person's work passion so that they are willing to work together, work effectively, and integrate all their efforts to achieve success. An employee who is motivated to progress and develop will carry out work activities that can improve their work performance to produce

the desired results, but if an employee does not have the motivation to progress and develop, of course, the desired hopes, intentions, and goals cannot be achieved as expected.

Motivation can be given through rewards for work results to increase employee morale and to be more motivated in working. Expectancy theory, or expectation theory, is a theory of work motivation that can be used as a measure through various aspects, including productivity, work quality, and goal achievement.

According to Kreitner & Kinicki (2014), the theory of hope motivation developed by Vroom is a theory about the process of work motivation. The emphasis on work motivation theory is on the process that occurs from the emergence of needs to the achievement of goals and the desired rewards. Expectancy theory emphasizes that work motivation can be one of the keys that can lead to achieving goals.

Expectancy theory states that the power that motivates a person to work hard in doing their work depends on the reciprocal relationship between what is desired and what is needed from the results of the work. Randika (2023) stated that an individual's belief in their abilities influences their behavior and ability to achieve goals; expectations are factors that can be influenced by experience, observation, and learning, and can shape individual behavior and lead to change.

KSP Kopdit Mitan Gita is located on Jalan Mente, Dusun Guru, Takaplager Village, Nita District, Sikka Regency. This cooperative was established on May 14, 1995, with Legal Entity Number: 04/PAD/BH/XXIX/III/2016 and has several branch offices in Maumere City, Sikka Regency, and even outside Sikka Regency. KSP Kopdit Mitan Gita has one business unit, namely the savings and loan business. Based on data obtained from KSP Kopdit Mitan Gita, employee performance over the past five years was assessed using four aspects, namely work discipline, work attitude, service performance, and service quality. Table 1 shows that the performance of KSP Kopdit Mitan Gita employees in terms of discipline from 2019 to 2023 is in the sufficient category with an average value of 31.19%, while the very poor category is at an average value of 7.32% and the very good category is at an average value of 20.99%. This can be seen in the following table:

Table 1.
Employee Performance Assessment of KSP Kopdit Mitan Gita 2019-2023

Year	Very Poor (51-60)	Poor (61-70)	Fair (71-80)	Good (81-90)	Very Good (91-100)
Discipline Aspect					

2019	7,25%	17,12%	35,05%	22,85%	21,71%
2020	7,35%	15,16%	33,55%	22,43%	18,14%
2021	7,05%	14,20%	28,45%	20,42%	22,76%
2022	7,45%	17,22%	29,42%	24,13%	20,02%
2023	7,53%	18,55%	29,50%	24,16%	22,32%
Average	7,32%	16,45%	31,19%	22,79%	20,99%
Work Attitude					
Aspect					
2019	5,50%	16,40%	29,25%	20,14%	21,76%
2020	5,64%	16,63%	28,15%	19,08%	17,44%
2021	6,44%	15,72%	29,18%	18,30%	15,59%
2022	6,40%	17,05%	27,13%	24,72%	23,65%
2023	6,55%	17,02%	27,53%	25,43%	24,44%
Average	6,10%	16,56%	28,24%	21,53%	20,57%
Service Performance					
Aspect					
2019	11,18%	21,15%	30,40%	18,27%	16,85%
2020	11,20%	22,40%	35,26%	19,25%	17,79%
2021	11,45%	20,43%	33,28%	22,18%	20,33%
2022	12,19%	18,65%	30,32%	23,38%	22,42%
2023	12,50%	23,05%	30,19%	25,34%	23,46%
Average	11,70%	21,13%	31,89%	21,68%	20,17%
Service Quality					
Aspect					
2019	6,35%	17,20%	33,50%	20,14%	15,44%
2020	6,29%	17,23%	30,45%	25,05%	23,52%
2021	7,30%	18,25%	28,42%	23,72%	22,87%
2022	7,05%	16,33%	28,40%	24,15%	22,75%
2023	8,75%	18,10%	29,35%	24,31%	21,80%
Average	7,14%	17,42%	30,02%	23,47%	21,27%

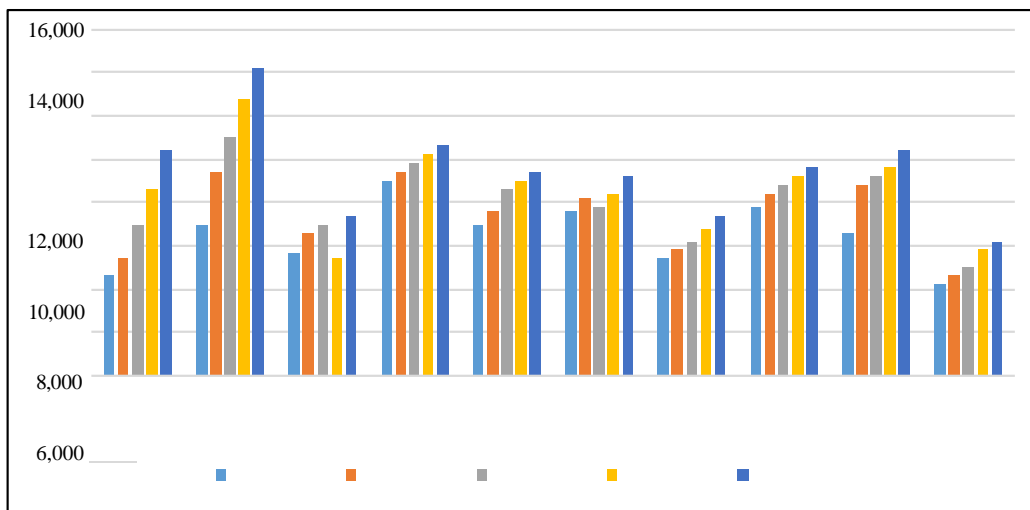
Source: KSP Kopdit Mitan Gita

This condition shows that the aspects of discipline, work attitude, service performance, and service quality are important parts of employee performance services at KSP Kopdit Mitan Gita in realizing the welfare of its members, which is still low. The importance of employee performance assessment at KSP Kopdit Mitan Gita is to measure the contribution of individuals or employees in the performance assessment aspect to help, assess, and realize the goals and vision of the credit cooperative.

KSP Kopdit Mitan Gita is engaged in the field of cash savings and loans to improve the welfare of members in particular and society in general. The low performance of KSP Kopdit Mitan Gita employees has a significant impact on the development of the number of members in all branches, so it has an insignificant impact on the growth of its members. This

proves that the work performance of KSP Kopdit Mitan Gita employees does not reach the expected target. This can be seen in the following picture:

Figure 1.
Development of the Number of Members of the KSP Kopdit Mitan Gita Branch Office



Source: KSP Kopdit Mitan Gita, 2023

Based on Figure 1 above, it explains the development of the number of members at the KSP Kopdit Mitan Gita office from 2019 to 2023. The head office in Takaplager Village and the branch/unit office in Maumere City experienced significant member growth compared to the eight branch/unit offices that experienced insignificant member growth. This phenomenon shows that KSP Kopdit Mitan Gita employees have not worked optimally, so that member growth has an impact on the development of the cooperative, making it less healthy. The impact of unhealthy cooperative growth can also be influenced by the workload felt by cooperative employees. According to Koesmowidjojo (2017:22), excessive workload is feared to make an employee have low performance.

Workload is an important thing to be managed and supervised by the leaders or managers in the work environment. In KSP Kopdit Mitan Gita, one form of service provided to its members is through credit loans. This credit loan is the main source of income for the cooperative. Through the credit loans provided, the cooperative will earn income in the form of interest. The problem that occurs in KSP Kopdit Mitan Gita is that there is a high level of bad credit compared to its current credit, and there has been.

Table 2.
Number of Current Credit and Bad Credit at KSP Kopdit Mitan Gita

		Total				
No	Name	2019	2020	2021	2022	2023
Current Credit (Rp)						
1	Center	15.341.294.000	17.876.954.000	19.874.856.000	23.682.983.000	66.937.822.000
2	Maumere	5.635.743.000	5.873.962.000	9.874.342.000	34.876.920.000	50.741.936.000
3	Kewapante	3.187.293.000	7.243.645.000	5.846.957.000	13.556.986.000	10.548.925.000
4	Nita	1.621.456.000	2.239.484.000	3.267.348.000	5.983.745.000	13.294.800.000
5	Mego	786.132.000	658.326.000	450.835.000	4.529.032.000	8.945.832.000
6	Talibura	1.893.754.000	1.984.986.000	2.451.378.000	2.467.862.000	6.965.876.000
7	Koting	1.384.074.000	1.548.934.000	1.478.325.000	3.492.781.000	5.234.754.000
8	Bola	938.475.000	956.065.000	1.834.965.000	2.283.400.000	7.985.865.000
9	Magependa	4.936.423.000	3.687.921.000	2.163.425.000	2.587.943.000	6.324.143.000
10	Tanarawa	30.154.000	3.458.978.000	1.956.321.000	5.856.745.000	9.846.712.000
Total Current Credit		35.754.798.000	45.529.255.000	49.198.752.000	99.318.397.000	186.826.665.000
No	Name	Total				
		2019	2020	2021	2022	2023
Bad Loans (Rp)						
1	Center	30.976.942.000	33.940.876.000	34.324.472.000	35.929.512.000	37.673.202.000
2	Maumere	35.825.983.000	39.631.231.000	40.724.452.000	41.526.210.000	45.125.360.000
3	Kewapante	8.817.933.000	9.403.545.000	14.496.907.000	14.596.654.000	17.480.905.000
4	Nita	5.211.656.000	7.359.814.000	7.569.408.000	11.309.485.000	13.124.970.000
5	Mego	3.796.208.000	4.799.146.000	6.896.519.000	9.981.372.000	11.465.342.000
6	Talibura	4.973.954.000	7.974.186.000	8.511.470.000	10.657.624.000	11.635.216.000
7	Koting	5.321.564.000	7.581.564.000	8.678.591.000	11.484.971.000	13.264.541.000
8	Bola	1.434.750.000	3.540.721.000	4.820.874.000	7.823.540.000	9.856.658.000
9	Magependa	5.363.243.000	7.742.112.000	10.423.593.000	12.457.435.000	15.224.843.000
10	Tanarawa	1.320.154.000	3.248.678.000	5.236.351.000	8.654.435.000	11.246.432.000
Total Bad Credit		103.042.387.000	125.221.873.000	141.682.637.000	155.766.803.010	186.097.469.000

Source: KSP Kopdit Mitan Gita, 2023

From the description of Table 2, it shows that there has been a problem in financial performance at KSP Kopdit Mitan Gita because there has been a decrease in current credit, and bad credit has increased significantly in the last five years. Bad credit in cooperatives can occur due to the inability of members to repay their loans due to personal economic reasons, such as job loss, illness that requires large expenses, or decreased income. Bad credit can be a challenge for KSP Kopdit Mitan Gita because it can result in financial losses. Although bad credit is a burden for KSP Kopdit Mitan Gita, handling bad credit properly is important to maintain the financial stability and reputation of KSP Kopdit Mitan Gita.

One factor that can also affect employee performance is adversity intelligence. An employee's adversity intelligence can affect their work performance because the ability within an employee can continue to survive in a difficulty situation with the intelligence they

have until they can finally overcome the challenges faced as a winner or choose to retreat in the middle of the road and not even want to accept the slightest challenge.

According to Stoltz (2002), every individual has a desire to succeed in various things according to their life goals. To achieve this success, self-resilience is needed, the ability to bounce back, and a nature that does not give up easily in achieving goals. A person's resilience in facing various difficulties to achieve this success is called adversity intelligence, according to (Wardiani et al., 2023).

The presence of employees in a cooperative can be an important factor in assessing their performance. The following is the percentage of employee absences at KSP Kopdit Mitan Gita during the period from January to December 2023:

Table 3.
Percentage of Absenteeism from January to December 2023

No	Office Name	Number of Employees	Number of Working Days	Absent (%)			
				T	S	I	TK
1	Pusat	142	291	55,49	33,64	6,49	4,38
2	Maumere	38	291	57,60	33,27	4,06	5,07
3	Kewapante	23	291	48,56	42,43	7,04	1,94
4	Nita	17	291	30,45	37,95	16,31	15,30
5	Mego	20	291	55,90	25,09	13,89	5,12
6	Talibura	13	291	43,77	29,27	14,50	12,47
7	Koting	15	291	38,96	51,08	8,51	1,44
8	Bola	18	291	11,34	65,12	6,40	17,15
9	Magependa	15	291	47,81	40,35	10,38	1,46
10	Tanarawa	19	291	39,20	37,35	12,65	10,80
Average				42,91	39,55	10,02	7,51

Information: T = Late; S = Sick; I = Permission; TK = No Information

Source: KSP Kopdit Mitan Gita: processed by researchers

From the table description, it can be seen that during the period from January to December 2023, the average level of employee lateness was the highest, with a percentage of absence reaching (42.91). The percentage of the highest level of lateness in work attendance came from Maumere branch employees (57.60%), while the lowest level of lateness in work attendance came from Bola branch employees (11.34).

Overall, the presence of cooperative employees can have a significant impact on their performance assessment as well as the overall success of the cooperative. Therefore, management needs to monitor and encourage good attendance as part of efforts to improve productivity and organizational performance.

KSP Kopdit Mitan Gita employees in order to improve work competence, manage workload and improve adversity intelligence in supporting performance, work motivation is needed. Because when employees feel motivated, they tend to be more enthusiastic about improving their competence in working, being able to face their workload and also being able to manage their adversity intelligence. Therefore, creating a work environment that supports and strengthens work motivation can be the key to improving employee potential and performance.

Based on the above phenomenon, it can be a gap for further research, namely by proposing a solution in the form of adding intervening or mediating variables. In this study, researchers place intervening variables or mediating variables to be able to determine the influence of each variable.

Work motivation can be used as one of the factors that can affect employee performance, because the conditions that occur at KSP Kopdit Mitan Gita when it turns out that its employees still lack motivation in working are proven by the still high percentage of lateness in work attendance so that work motivation can be used as a factor that can affect the performance of KSP Kopdit Mitan Gita employees in achieving the goals and targets of the organization.

An employee who has good work motivation will carry out operational activities well and smoothly. Employee performance is carried out in order to improve the quality of work that is more effective and efficient in order to achieve the goals expected by KSP Kopdit Mitan Gita. Good work supervision will also have an impact on employee work performance.

REVIEW OF LITERATURE

Expectancy Theory

This study uses the expectancy theory discovered by Victor H. Vroom in 1964 as the main theory. Expectancy theory was put forward by Victor Vroom in his book entitled "Work and motivation". This theory is one of the motivational theories that focuses on how an individual perceives the relationship between the effort made, the expected performance of the effort as well as the rewards obtained from the performance, affects their motivation and work performance. Mangkuprawira & Hubeis (2017) state that individuals are motivated to do certain things to achieve goals if they believe that the action will achieve the goal. Victor

Vroom's expectancy motivation theory is one of the most popular, based on individual behavior motivated by anticipated results and potential success.

Employee Performance

According to Wibowo (2018), performance is the result of a combination of sustaining and accelerating leadership behavior. In addition, Mangkunegara (2018), performance can also be interpreted as a result of an effort of a person achieved by having abilities and actions in certain situations. Based on the opinion above, employee performance is an evaluation or measurement of the extent to which an employee succeeds in achieving their goals and responsibilities at work.

Another opinion from Eksan & Dharmawan (2020), the factors that influence performance are effectiveness and efficiency, authority, discipline, and initiative. In addition, performance indicators according to Mangkunegara (2018:67), are: work quality, work quantity, responsibility, cooperation, and initiative.

Work Motivation

Motivation is something that is desired, it may be for the good of the individual or for the person who encouraged, or for both (Prasetyo, 2020). Tewal et al. (2017), motivation is a process that helps determine the intensity, direction, and persistence of individuals in trying to achieve goals. Work motivation, according to Mangkunegara (2018) Mangkunegara (2018), is a condition that influences the awakening, directing, and maintaining behavior related to the work environment.

Stoner et al. (1996) mention work motivation factors in organizations such as: basic needs, leadership, clear goals, justice and rewards, development opportunities, participation opportunities, and work-life balance. Robbins (2006:110) in (Almustofa, (2015) explains that the indicators used to measure work motivation are: rewards, social relationships, life needs, and success in work.

Job Competence

According to Uno (2018), competence is the ability and skills of a person who is declared competent in a certain field, who masters work skills or expertise in line with the demands of the relevant field of work. According to Sutrisno & Zuhri (2019), competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace, which refers to the established

work requirements. That competence is an ability possessed by an individual who has a selling point, and it is applied from the results of creativity and innovation produced (Valleonia et al., 2020).

According to Jufri et al. (2018), several factors can influence a person's competency skills, including beliefs, skills, expertise, personality characteristics, motivation, emotional issues, intellectual abilities, and organizational culture. According to Busro (2018:30), work competency indicators include: knowledge, skills, and abilities.

Workload

Workload is a collection or number of activities that must be completed by an organizational unit or job holder within a certain period (Rohman & Ichsan, 2021). According to Fransiska & Tupti (2020), workload is a process or activity that is too much and can cause tension in a person. Workload is the amount of work that must be carried out by a position or organizational unit and is the result of the multiplication of work volume and time norms (Rolos et al., 2018). According to Koesmowidjojo (2017:24), the factors that influence workload are: internal factors (factors originating from within the body) and external factors (factors originating from outside the employee's body). And the workload indicators are: work conditions, use of working time, and targets to be achieved.

Adversity Intelligence

Saputro (2017), adversity intelligence literally means misery or misfortune. Adversity intelligence is a response to difficulties to overcome difficulties. there are three factors that form an individual's adversity intelligence, namely: genetics, education, and beliefs. Indicators of adversity intelligence consist of: control, origin, ownership, reach, and endurance (Stoltz, 2002).

Hypothesis study

H1: Work competence has a significant effect on employee performance.

H2: Workload has a significant effect on employee performance.

H3: Adversity intelligence has a significant effect on employee performance.

H4: Work motivation has a significant effect on employee performance.

H5: Work competence has a significant effect on work motivation.

H6: Workload has a significant effect on work motivation.

H7: Adversity intelligence has a significant effect on work motivation.

H8: Work motivation as an intervening variable can mediate the relationship between work competence and employee performance.

H9: Work motivation as an intervening variable can mediate the relationship between workload and employee performance.

H10: Work motivation as an intervening variable can mediate the relationship between adversity intelligence and employee performance.

RESEARCH METHOD

The type of research used in this study is quantitative and associative. The population of this study is employees of KSP Kopdit Mitran Gita. The sampling technique used by researchers in this study, namely probability sampling, is a sampling method by assuming that assumes all samples have an equal opportunity to become research objects. So, the sample in this study was 138 employees of KSP Kopdit Mitran Gita. The data collection method in this study, both primary data and secondary data, is a questionnaire and document study. In this study, the data analysis technique used is path analysis. However, before the data analysis test is carried out, it is necessary to test the quality of the data or test the data instrument, where this data quality test is related to the validity and reliability of the data.

RESULTS AND DISCUSSION

Validity and Reliability Test

Table 4.
Validity and reliability test

Variables	Item	R count	R table	Information	Variables	Item	R count	R table	Information
Employee Performance (Y)	KIN1.1	0.341	0, 167	Valid	Workload (X2)	BK1.1	0.362	0, 167	Valid
	KIN1.2	0.264	0, 167	Valid		BK1.2	0.358	0, 167	Valid
	KIN1.3	0.386	0, 167	Valid		BK1.3	0.287	0, 167	Valid
	KIN2.1	0.367	0, 167	Valid		BK2.1	0.222	0, 167	Valid
	KIN2.2	0.312	0, 167	Valid		BK2.2	0.401	0, 167	Valid
	KIN3.1	0.254	0, 167	Valid		BK3.1	0.517	0, 167	Valid
	KIN3.2	0.305	0, 167	Valid		BK3.2	0.206	0, 167	Valid
	KIN3.3	0.306	0, 167	Valid		BK3.3	0.384	0, 167	Valid
	KIN4.1	0.318	0, 167	Valid		Adversity Intelligence (X3)	KA1.1	0.288	0, 167
	KIN4.2	0.213	0, 167	Valid	KA1.2		0.407	0, 167	Valid
	KIN5.1	0.318	0, 167	Valid	KA1.3		0.339	0, 167	Valid
	KIN5.2	0.234	0, 167	Valid	KA2.1		0.217	0, 167	Valid

Work Motivation (M)	MK1.1	0.366	0, 167	Valid	KA2.2	0.276	0, 167	Valid
	MK1.2	0.423	0, 167	Valid	KA2.3	0.260	0, 167	Valid
	MK1.3	0.512	0, 167	Valid	KA2.4	0.280	0, 167	Valid
	MK2.1	0.514	0, 167	Valid	KA3.1	0.216	0, 167	Valid
	MK2.2	0.478	0, 167	Valid	KA3.2	0.296	0, 167	Valid
	MK2.3	0.411	0, 167	Valid	KA3.3	0.333	0, 167	Valid
	MK3.1	0.439	0, 167	Valid	KA3.4	0.301	0, 167	Valid
	MK3.2	0.402	0, 167	Valid	KA4.1	0.304	0, 167	Valid
	MK3.3	0.329	0, 167	Valid	KA4.2	0.262	0, 167	Valid
	MK4.1	0.252	0, 167	Valid	KA4.3	0.307	0, 167	Valid
	MK4.2	0.248	0, 167	Valid				
	MK4.3	0.297	0, 167	Valid				
						Variables	Cronbach's Alpha	Critical Value
Work Competence (X1)	KK1.1	0.306	0, 167	Valid	Workload	0.837	0.60	reliable
	KK1.2	0.327	0, 167	Valid	Adversity Intelligence	0.803	0.60	reliable
	KK1.3	0.426	0, 167	Valid	Job Competence	0.877	0.60	reliable
	KK1.4	0.328	0, 167	Valid	Work Motivation	0.754	0.60	reliable
	KK2.1	0.467	0, 167	Valid	Employee Performance	0.815	0.60	reliable
	KK2.2	0.366	0, 167	Valid				
	KK2.3	0.383	0, 167	Valid				
	KK2.4	0.439	0, 167	Valid				
	KK2.5	0.267	0, 167	Valid				
	KK3.1	0.431	0, 167	Valid				
	KK3.2	0.291	0, 167	Valid				

Based on Table 4 above, it shows that the correlation coefficient value (r count) of all variables consisting of several statements in each variable is greater than the r table value (0.167). This means that all statements in all research variables are declared valid. In addition, the Cronbach alpha value of workload is 0.837, adversity intelligence is 0.803, work competence is 0.877, work motivation is 0.754, and employee performance is 0.815, greater than the critical value (0.60), meaning that all research variables are reliable.

Classical Assumption Test

The classical assumption test is used to determine whether linear regression is free from normality, multicollinearity, and heteroscedasticity problems. This means that linear assumptions are used to avoid bias and errors in the specification of the regression model used. Here is an explanation of the classical assumption test:

Normality Test

The purpose of the normality test is to determine whether the residual data from the linear regression model has a normal distribution or not. The following are the results of the One-Sample Kolmogorov-Smirnov test as in Table 5 below:

Table 5.
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		136
Normal Parameters	Mean	3,5878000
	Std. Deviation	,78590100
Most Extreme Differences	Absolute	,098
	Positive	,098
	Negative	-,065
Test Statistics		2,098
Asymp. Sig. (2-tailed)		,950

Source: Processed from analysis results.

Based on the results of the One-Sample Kolmogorov-Smirnov test as seen in Table 5, it shows that the asympt. Sig (2-tailed) value is 0.950. Because the value of $0.950 > \alpha$ (0.05), it can be concluded that the data is normally distributed. This means that all independent variables are normally distributed, so that the residual data will form a linear regression model.

Multicollinearity Test

This test is used to test whether or not there is a correlation between independent variables in the regression model. The following are the results of the multicollinearity test, as in Table 6:

Table 6.
Multicollinearity Test

Independent Variables	Mark Collinearity Statistics	
	Tolerance	VIF
Workload	0.992	1,008
Adversity Intelligence	0.980	1,020
Job Competence	0.979	1,021
Work Motivation	0.972	1,029

Source: Processed from analysis results.

Based on the results of the multicollinearity test in Table 6 above, it shows that the tolerance value of all variables is > 0.10 . Furthermore, the VIF value of all variables is less than 10. So, it can be concluded that the variables studied do not contain multicollinearity.

Heteroscedasticity Test

The purpose of this test is to find out whether the variance of the residual data from one observation to another observation is different or constant. If the variance of the residual data is the same, it is called homoscedasticity, and if it is different, it is called heteroscedasticity. The following are the results of the heteroscedasticity test as in Table 7 below:

Table 7
Heteroscedasticity Test

Independent Variables	Correlation Coefficient	Sig. (2-tailed)
Workload	0.282	0.283
Adversity Intelligence	0.372	0.731
Job Competence	0.298	0.364
Work Motivation	0.235	0.688

Source: Processed from analysis results.

Based on the results of the heteroscedasticity test as seen in Table 7 above, it shows that the significant value of the variables studied $> \alpha$ (0.05). This means that the variables studied do not contain heteroscedasticity elements.

Path Equation Model Test

Next, the path model test is carried out. The following are the results of the path model tests 1, 2, and 3 with the help of the Process V.3 for the SPSS program.

Multiple Regression Equation Model

The following are the results of the multiple linear regression equation test, as in Table 8:

Table 8
Multiple Linear Regression Equation

Variables	Beta Coefficient	Tcount	Significant
Constants	42,357		
Job Competence	0.298	1,967	0.043
Workload	0.283	2,164	0.024
Adversity Intelligence	0.372	1,959	0.039
Work motivation	0.286	2,278	0.217
R Square		0.521	
Significant F count		0.0016	
N		136	

Source: Processed from SPSS results

Based on the results of multiple regression tests as seen in Table 8 above, it shows that the beta coefficient values are all positive, meaning that the relationship between the independent and dependent variables is in the same direction. By knowing the beta coefficient value, the regression equation model can be arranged as follows:

$$KIN = 42,357 + 0.298 KK + 0.283 BK + 0.372 KA + 0.286 MK$$

Path Model Test 1

This path model test is used to determine whether the work competency variable influences employee performance through work motivation. The following are the results of the path model test 1 (one) as in Table 9:

Table 9

Work Competency Path Model on Employee Performance Through Work Motivation

Variables	Beta Coefficient	Tcount	Significant
Main Effects			
KK against KIN	0.298	1,967	0.043
Mediation Effect			
KK against MK	0.184	2,044	0.022
Total Effect			
KK against KIN through MK	0.2750	1,9098	0.0213
R Square		0.4901	
Significant F count		0.0138	
N		136	

Source: Processed from SPSS results.

Based on the results of the analysis of path model 1 (one) as in table 9, it shows that the beta coefficient value of the independent variable and the mediating variable is positive, meaning that it shows a change in the same direction between the independent variable and the dependent variable. Following the results of the analysis of path model 1, it can be interpreted based on the beta coefficient value, the following is an explanation of the path model: 1) Based on the positive beta coefficient value of the work competency variable, this means that if the work competency variable increases by one unit, the employee performance variable will increase with the assumption that the other independent variables are constant; 2) Based on the positive beta coefficient value of the work competency variable, this means that if the work competency variable increases by one unit, the work motivation variable will increase with the assumption that the other independent variables are constant.

The significant value of work competence on employee performance is 0.043, which is a significant value $< \alpha$ (5%). This means that work competence affects employee performance H1 is accepted. The significant value of work motivation on employee performance is 0.027, which is a significant value $< \alpha$ (5%). This means that work motivation affects employee performance H4 is accepted. The significant value of the total effect of the influence of work competence on employee performance through work motivation is 0.0213. This means that the work motivation variable is able to mediate the effect of work competence on employee performance H8 is accepted.

Path Model Test 2

Path model test 2 is the effect of workload on employee performance through work motivation. The following are the results of the path model test 1, as in Table 10:

Table 10
Workload Path Model on Employee Performance Through Work Motivation

Variables	Beta Coefficient	Tcount	Significant
Main Effects			
BK against KIN	0.283	2,4116	0.0160
Mediation Effect			
BK against MK	0.163	2,543	0.012
Total Effect			
BK against KIN through MK	0.1937	1,9350	0.0179
R Square		0.5697	
Significant F count		0.0162	
N		136	

Source: Processed from SPSS results.

Based on the results of the path 1 (one) model analysis test as shown in Table 10, it shows that the beta coefficient value of the independent variable and the mediating variable is positive, meaning that it shows a change in the same direction between the independent variable and the dependent variable. In accordance with the results of the path 1 model analysis, it can be interpreted based on the beta coefficient value, the following is an explanation of the path model: 1) Based on the beta coefficient value of the workload variable, it is positive at 0.1825, this means that if the workload variable increases, the employee performance variable will increase with the assumption that the other independent variables are constant; 2) Based on the positive beta coefficient value of the workload

variable, this means that if the workload variable increases by one unit, the work motivation variable will increase with the assumption that the other independent variables are constant.

The significant value of workload on employee performance is 0.016, which is a significant value $< \alpha$ (5%). This means that workload affects employee performance H2 is accepted. The significant value of work competence on work motivation is 0.022, which is a significant value $< \alpha$ (5%). This means that work competence affects work motivation H5 is accepted. The significant value of the total effect of the influence of workload on employee performance through work motivation is 0.0179. This means that the work motivation variable is able to mediate the effect of workload on employee performance H9 is accepted.

Path Model Test 3

Test of path model 3 (three), namely the influence of adversity intelligence on employee performance through work motivation. The following are the results of the path model test 3 as in Table 11:

Table 11
Adversity Intelligence Path Model Towards Employee Performance Through Work Motivation

Variables	Beta Coefficient	Tcount	Significant
Main Effects			
KA to KIN	0.372	1,959	0.039
Mediation effect			
KA against MK	0.286	1,915	0.029
Total effect			
KA against KIN Through MK	0.0427	3,1790	0.0085
R Square		0.5656	
Significant F count		0.0085	
N		136	

Source: Processed from SPSS results.

Based on the results of the analysis of path model 2 (two) as in table 11, it shows that the beta coefficient value of the independent variable and the mediating variable is positive, meaning that it shows a change in the same direction between the independent variable and the dependent variable. In accordance with the results of the analysis of path model 3, it can be interpreted based on the beta coefficient value, the following is an explanation of the path model: 1) Based on the positive beta coefficient value of the adversity intelligence variable, this means that if the adversity intelligence variable increases by one unit, the employee performance variable will increase with the assumption that the other independent variables

are constant; 2) Based on the positive beta coefficient value of the competency variable, this means that if the adversity intelligence variable increases by one unit, the work motivation variable will increase with the assumption that the other independent variables are constant.

The significant value of adversity intelligence on employee performance is 0.039, which is $< \alpha$ (5%). This means that adversity intelligence affects employee performance H3 is accepted. The significant value of workload on work motivation is 0.012, which is $< \alpha$ (5%). This means that workload affects work motivation H6 is accepted. The significant value of adversity intelligence on work motivation is 0.029, which is $< \alpha$ (5%). This means that adversity intelligence affects work motivation H7 is accepted. The significant value of the total effect of adversity intelligence on employee performance through work motivation is 0.0085. This means that the work motivation variable is able to mediate the effect of adversity intelligence on employee performance H10 is accepted.

Coefficient of Determination (R²)

This determination coefficient is used to measure the percentage of total variation of the dependent variable explained by the variation of the independent variable in the regression line. Based on the results of the model test, it can be seen that for path model 1 (one), the determination coefficient value (R²) is 0.4901 or 49.01%, while for path model 2 (two), the determination coefficient value (R²) is 0.5697 or 56.97%. Meanwhile, for path model 3 (three), the determination coefficient value (R²) is 0.5656 or 56.56%. If we look at the magnitude of the determination coefficient value of each path model 1, path model 2, and path model 3, there is an increase in the determination coefficient value. This means that the work motivation variable is an intervening variable that is able to mediate the influence of work competence, workload, and adversity intelligence on employee performance, because of the increase in the determination coefficient value. A good path model is path model 3 (three), because the R² value is 56.56%.

CONCLUSION

Based on the discussion from the beginning to the end of this study, at least several conclusions can be obtained, namely as follows: 1) Work competence has an influence and is significant to the performance of KSP Kopdit Mitan Gita employees; 2) Workload has an influence and is significant to the performance of KSP Kopdit Mitan Gita employees; 3) Adversity intelligence has an influence and is significant to the performance of KSP Kopdit

Mitan Gita employees; 4) Work motivation has an influence and is significant to the performance of KSP Kopdit Mitan Gita employees; 5) Work competence has an influence and is significant to work motivation; 6) Workload has an influence and is significant to work motivation; 7) Adversity intelligence has an influence and is significant to work motivation; 8) Work motivation is able to mediate the influence of work competence on the performance of KSP Kopdit Mitan Gita employees; 9) Work motivation is able to mediate the influence of workload on the performance of KSP Kopdit Mitan Gita employees; 10) Work motivation can mediate the influence between adversity intelligence and employee performance at KSP Kopdit Mitan Gita.

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