

THE EFFECT OF WORK-LIFE BALANCE AND COMPETENCE ON EMPLOYEE PERFORMANCE, MEDIATED BY INTRINSIC MOTIVATION, AMONG EMPLOYEES IN THE GENERAL AFFAIRS DIVISION OF THE MADIUN CITY REGIONAL SECRETARIAT

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ABSTRACT

This study aims to analyze the influence of work-life balance and competence on employee performance, with intrinsic motivation serving as a mediating variable, among employees of the General Affairs Division of the Regional Secretariat of Madiun City. The increasing complexity of administrative responsibilities, the growing implementation of technology in public services, and the need to maintain a balance between work and personal life require employees to possess adequate competencies and high intrinsic motivation to achieve optimal performance. However, several issues remain, including work-life imbalance, uneven employee competencies, and relatively low intrinsic motivation, all of which may affect employee performance. This study employed a quantitative approach using an explanatory research design. The population consisted of all employees of the General Affairs Division of the Regional Secretariat of Madiun City. A census sampling technique was applied, in which all members of the population were included as research respondents. Data were collected through questionnaires using a Likert scale. The data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to examine both the direct and indirect relationships among the research variables. The results indicate that work-life balance has a positive and significant effect on both employee performance and intrinsic motivation. Competence has a positive and significant effect on intrinsic motivation but does not have a significant direct effect on employee performance. Intrinsic motivation has a positive and significant effect on employee performance. Furthermore, intrinsic motivation significantly mediates the relationship between work-life balance and employee performance through partial mediation, and fully mediates the relationship between competence and employee performance through full mediation. These findings suggest that improving employee performance depends not only on enhancing competence and maintaining work-life balance but also on strengthening employees' intrinsic motivation.

Informasi Artikel

Kata Kunci:

Work Life
Balance,
Kompetensi,
Motivasi
Intrinsik, Kinerja
Pegawai

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh work life balance dan kompetensi terhadap kinerja pegawai dengan motivasi intrinsik sebagai variabel mediasi pada Pegawai Bagian Umum Sekretariat Daerah Kota Madiun. Tuntutan pekerjaan administratif yang semakin kompleks, peningkatan penggunaan teknologi dalam pelayanan pemerintahan, serta perlunya menjaga keseimbangan antara kehidupan kerja dan kehidupan pribadi menuntut pegawai memiliki kompetensi yang memadai dan motivasi intrinsik yang tinggi agar mampu menghasilkan kinerja yang optimal. Namun demikian, masih ditemukan berbagai permasalahan, seperti ketidakseimbangan antara pekerjaan dan kehidupan pribadi, kompetensi yang belum merata, serta motivasi intrinsik yang belum optimal sehingga berpotensi memengaruhi kinerja pegawai. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis explanatory research. Populasi penelitian adalah seluruh pegawai Bagian Umum Sekretariat Daerah Kota Madiun. Teknik pengambilan sampel menggunakan metode sensus sehingga seluruh anggota populasi dijadikan responden penelitian. Pengumpulan data dilakukan melalui penyebaran kuesioner menggunakan skala Likert. Analisis data dilakukan menggunakan Structural Equation Modeling-Partial Least Square (SEM-PLS) untuk menguji pengaruh langsung maupun tidak langsung antarvariabel penelitian. Hasil penelitian menunjukkan bahwa work life balance berpengaruh positif dan signifikan terhadap kinerja pegawai serta motivasi intrinsik. Kompetensi berpengaruh positif dan signifikan terhadap motivasi intrinsik, namun tidak berpengaruh signifikan terhadap kinerja pegawai secara langsung. Motivasi intrinsik berpengaruh positif dan signifikan terhadap kinerja pegawai. Selain itu, motivasi intrinsik terbukti mampu memediasi secara signifikan pengaruh work life balance terhadap kinerja pegawai (partial mediation) serta memediasi secara penuh (full mediation) pengaruh kompetensi terhadap kinerja pegawai. Temuan ini menunjukkan bahwa peningkatan kinerja pegawai tidak hanya ditentukan oleh kompetensi dan keseimbangan kehidupan kerja, tetapi juga sangat dipengaruhi oleh kemampuan organisasi dalam membangun motivasi intrinsik pegawai.

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1. Introduction

Public sector organizations are currently required to provide effective, responsive, and high-quality services, and the success of this effort depends heavily on optimal employee performance [14]. This sustained performance is influenced not only by technical skills but also by the psychological stability of public servants in balancing their professional responsibilities with their personal lives (work-life balance) [1]. In a bureaucratic environment fraught with administrative pressures, failure to manage this balance often triggers work-related stress and a decline in motivation, which directly impacts the quality of public services [17]. Therefore, work-life balance is now viewed as a strategic priority in government human resource management to maintain stable work performance [6].

In addition to work-life balance, the aspect of capability or competency plays a crucial role in determining the quality of work output. These competencies represent a holistic integration of theoretical knowledge, practical skills, and internalized behavioral tendencies that employees adopt to achieve organizational goals [11]. Based on Spencer and Spencer's theory, competencies serve as fundamental characteristics that drive work effectiveness across technical, managerial, and interpersonal dimensions [12]. Limited competencies in the bureaucratic sector carry a high risk of administrative errors that hinder public service processes; therefore, the continuous capacity building of employees is a primary necessity for delivering high-quality services with integrity [15].

Employee performance is fundamentally the result of complex interactions that cannot stand alone, in which internal psychological drives (intrinsic motivation) serve as an integrative element that bridges competency and a healthy work-life balance [5]. Referring to Self-Determination Theory, intrinsic motivation stemming from moral awareness and inner satisfaction will encourage employees to maximize their full potential [2]. The urgency of this concurrent study is reinforced by inconsistent findings from previous research; studies indicate that work-life balance significantly boosts productivity, yet suggest that such flexibility does not have a positive impact if not supported by adequate competence. This empirical gap opens up an academic opportunity to position intrinsic motivation as a mediating variable that strengthens the relationship between these variables [16].

The General Affairs Division of the Madiun City Regional Secretariat is a highly relevant subject for testing this relationship model because it bears significant responsibility for supporting leadership administration and interdepartmental coordination. In reality, this dynamic work unit faces challenges in the form of a heavy routine workload and gaps in employees' technical competencies, which have the potential to reduce the

effectiveness of coordination and the quality of internal services [9]. Internal monitoring data indicate the presence of structural and individual problems, in terms of fluctuations in motivation, technological adaptation, and the accuracy of staff administration. Based on these theoretical dynamics and empirical problems, it is important to conduct a comprehensive study to formulate an appropriate human resource development model within the local government context [8].

Table 1. Data on Employee Issues in the General Affairs Division of the Madiun City Regional Secretariat (2023–2024)

Permasalahan	Prosentase	Keterangan
Pegawai yang melaporkan kesulitan membagi waktu kerja & keluarga	64%	Mengalami <i>work life balance</i> rendah
Pegawai yang mengalami kelelahan kerja (<i>work exhaustion</i>)	58%	Beban kerja meningkat pada periode tertentu
Pegawai dengan kompetensi administrasi tinggi	37%	Kompetensi tidak merata antarpegawai
Pegawai yang masih kesulitan mengoperasikan aplikasi layanan	42%	Adaptasi teknologi belum optimal
Pegawai dengan motivasi intrinsik rendah (berdasarkan survei internal)	33%	Kurang puas dengan pekerjaan rutin
Penurunan ketelitian dalam pekerjaan administratif	21%	Dampak dari kelelahan & tekanan kerja
Keterlambatan penyelesaian dokumen internal	18%	Berkaitan dengan kompetensi & motivasi

Source: Internal Data from the General Affairs Division of the Madiun City Regional Secretariat, 2024

Internal data from the General Affairs Division of the Madiun City Regional Secretariat confirms the existence of real issues related to work-life balance, competencies, intrinsic motivation, and employee performance. Signs of significant work-related stress are evident in the high percentage of employees (64%) who struggle to balance their professional and personal roles. This challenge is exacerbated by competency gaps, as nearly half of the employees still face difficulties using digital applications for daily administrative tasks. Coupled with the finding that 33% of employees have low intrinsic motivation, the complexity of this issue underscores that the decline in civil servant performance within this agency is not solely driven by workload but also by suboptimal technical capacity and internal drive.

Observations in the field indicate that the high intensity of the government's agenda and the large volume of administrative

tasks. This often forces employees to work beyond normal hours. The inability to allocate time proportionally between work demands and domestic responsibilities leads to the accumulation of physical and psychological fatigue (burnout), which results in a decline in concentration and work accuracy. On the other hand, there is a striking disparity in employees' competencies when adapting to technology-based administrative systems. These differences in technical capacity often cause coordination processes to stall and result in tasks taking longer to complete [7]. This empirical reality underscores the urgency of examining the extent to which work-life balance and competency interventions influence performance in such an environment.

Based on this line of reasoning, conducting a scientific study that examines the influence of work-life balance and competency on employee performance with intrinsic motivation serving as a mediating variable becomes crucial. Theoretically, this integrative investigation is projected to provide a new perspective that enriches the literature on human resource management within the realm of public bureaucracy. Practically, the findings of this research are expected to serve as a practical tool for leadership in formulating strategic steps and appropriate development policies to boost staff productivity in the General Affairs Division of the Madiun City Regional Secretariat.

2. Research Method

This scientific study employs a quantitative approach to examine direct and indirect effects in a structural model mediated by intrinsic motivation. The research subjects are employees in the General Affairs Division of the Madiun City Regional Secretariat, located at Jl. Perintis Kemerdekaan No. 32, Madiun City. This unit was selected due to its strategic role in government administration, which demands consistent performance, digital competence, and work-life balance amid a highly dynamic workload [9]. Model parameter estimation relied on variance-based Structural Equation Modeling (PLS-SEM) using SmartPLS software. This approach was chosen for its high robustness and flexibility in handling limited sample sizes, both reflective and formative multi-indicators, and assumptions of non-normal data distributions [10].

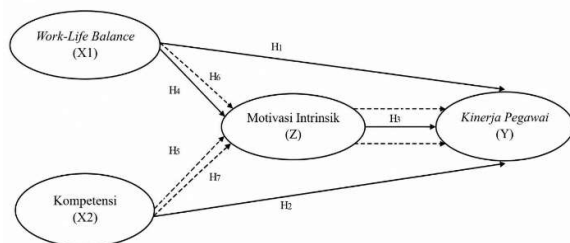


Figure 1. conceptual framework

The data used was quantitative in nature and sourced from both primary and secondary data [13]. Primary data was collected through hands-on methods by distributing structured questionnaires using a 1–5 Likert scale (Strongly Disagree to Strongly Agree). Secondary data was obtained through a review of documents, including organizational structures, demographic profiles, and administrative reports. The target population includes all staff in the General Affairs Division, totaling 117 employees. By applying a saturation sampling method (census) and excluding 18 outsourced workers who did not meet the study's inclusion criteria, a final sample size of 99 employees was obtained. Including all members of the population who met these criteria is projected to minimize parameter estimation bias and optimize the precision of data representativeness in the field.

The mechanism of indirect influence within the model is mediated by the intervening variable, Intrinsic Motivation (Z). This construct is defined as an internal psychological stimulus that drives individuals to complete activities for personal satisfaction [3], measured through indicators of the desire for achievement, future expectations, and internal rewards [4]. Before proceeding to inferential analysis, the data were processed using descriptive statistical analysis to summarize the minimum, maximum, mean, median, mode, and standard deviation. To interpret the level of tendency of the variables based on the mean scores of the Likert scale, an interval rating criterion was developed, divided into 5 categories:

Table 2. Rating Categories

Nilai Interval	Kategori
1,00 – 1,80	Sangat Rendah
1,81 – 2,61	Rendah
2,62 – 3,42	Cukup
3,43 – 4,23	Tinggi
4,24 – 5,00	Sangat Tinggi

Source: Compiled by the researcher based on Arikunto (2019)

Before confirming the causal relationships in the structural model (inner model), data quality was assessed through an evaluation of the outer model (measurement model) to ensure the validity and reliability of the instruments. Convergent validity was tested based on the outer loading values, which were required to reach a minimum threshold of ≥ 0.708 , and the Average Variance Extracted (AVE) values, which were required to exceed ≥ 0.50 [10]. Internal consistency was tested using composite reliability, with a minimum threshold for Composite Reliability (CR) and Cronbach's Alpha of ≥ 0.70 [17]. Finally, discriminant validity was evaluated to ensure the distinctiveness of each construct using the Fornell-Larcker criterion where the square root of a construct's AVE must be higher than its correlation with other variables as well as the Heterotrait-Monotrait Ratio (HTMT), which must be less than 0.90.

3. Results and Discussion

3.1 Results

3.1.1 Description of Research Variables

Measurements for the Work-Life Balance variable (X_i) were collected using a questionnaire completed by 99 employees who served as research respondents. A brief summary of the distribution of responses and respondents' perceptions is presented as follows:

Table 3. Descriptive Statistics for Work-Life Balance

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	TS	N	S	SS				
Time Balance ($X_{1.1}$)	X1.1.1	1	4	15	53	26	99	1,00	5,00	4,00
	X1.1.2	1	6	21	50	21	99	1,00	5,00	3,84
	X1.1.3	1	6	12	45	35	99	1,00	5,00	4,08
	Rata-rata									3,97
Involvement Balance ($X_{1.2}$)	X1.2.1	1	5	13	53	27	99	1,00	5,00	4,01
	X1.2.2	1	4	16	50	28	99	1,00	5,00	4,01
	X1.2.3	1	3	24	46	25	99	1,00	5,00	3,91
	Rata-rata									3,98
Satisfaction Balance ($X_{1.3}$)	X1.3.1	1	4	6	52	36	99	1,00	5,00	4,19
	X1.3.2	0	5	14	45	35	99	2,00	5,00	4,11
	X1.3.3	1	4	15	48	31	99	1,00	5,00	4,05
	Rata-rata									4,12
Rata-rata Work Life Balance (X_1)										4,02

Source: Processed Research Data (2026)

Based on the results tabulated in Table 3, the Work-Life Balance variable (X_1) yielded an overall average score of 4.02, which falls within the "High/Good" classification, indicating that employees have generally been able to balance their work and personal lives proportionally. This positive outcome is consistently supported by all of its constituent indicators, which fall into the "High/Good" category, starting with the Time Balance dimension ($X_{1.1}$) at 3.97 reflecting employees' efficient time management in completing work duties without sacrificing rest time as well as the Involvement Balance ($X_{1.2}$) at 3.98, which confirms employees' ability to maintain emotional stability and limit professional stress from interfering with domestic matters. This balance is complemented by the Satisfaction Balance dimension ($X_{1.3}$), which achieved the highest score of 4.12, demonstrating a strong sense of happiness and very positive acceptance among employees, as they are able to feel productive in their careers while maintaining complete harmony with their families.

Table 4. Descriptive Statistics for Intrinsic Motivation

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	TS	N	S	SS				
Hasrat dan Keinginan Berhasil ($Z_{1.1}$)	Z.1.1	2	5	10	39	43	99	1,00	5,00	4,17
	Z.1.2	1	7	6	43	42	99	1,00	5,00	4,19
	Z.1.3	2	6	9	33	49	99	1,00	5,00	4,22
	Rata-rata									4,19
Harapan dan Cita – Cita Masa Depan ($Z_{1.2}$)	Z.2.1	2	4	11	42	40	99	1,00	5,00	4,15
	Z.2.2	4	3	3	37	52	99	1,00	5,00	4,31
	Z.2.3	4	2	5	32	56	99	1,00	5,00	4,35
	Rata-rata									4,27
Penghargaan (Internal Reward) ($Z_{1.3}$)	Z.3.1	2	4	5	35	53	99	1,00	5,00	4,34
	Z.3.2	0	5	5	37	52	99	2,00	5,00	4,37
	Z.3.3	1	6	7	41	44	99	1,00	5,00	4,22
	Rata-rata									4,31
Rata-rata Motivasi Intrinsik (Z)										4,26

Source: Processed Research Data (2026)

Based on the statistical calculations in Table 4, the Intrinsic Motivation (Z) variable obtained an overall mean score of 4.26, which falls into the "Very High/Very Good" category, indicating that the internal stimuli driving employees' work enthusiasm are at a very strong level in pursuit of personal satisfaction and the fulfillment of moral responsibilities. This positive result is shaped by its three constituent dimensions, starting with the Desire and Will to Succeed dimension ($Z_{1.1}$) at 4.19, categorized as "High/Good," which demonstrates employees' strong determination to complete their work optimally for the sake of inner satisfaction when targets are met. This motivator is reinforced by the dimension of Hopes and Future Aspirations ($Z_{1.2}$), which scored 4.27 and was classified as "Very High/Very Good," confirming that employees view their current tasks as a strategic stepping stone for long-term career development. This motivational framework is complemented by the Internal Reward dimension ($Z_{1.3}$), which achieved the highest score of 4.31 with a rating of "Very High/Very Good," proving that emotional rewards such as a sense of pride after making a tangible contribution serve as the primary catalyst for civil servants in producing professional work outcomes.

Table 5. Descriptive Statistics of Employee Performance

Indikator	Item	Frekuensi					N	Min.	Max.	Mean
		STS	TS	N	S	SS				
Input Rating Pegawai Berdasarkan Penilaian Pimpinan ($Y_{1.1}$)	Y.1.1	2	4	8	44	41	99	1,00	5,00	4,19
	Y.1.2	2	7	2	39	49	99	1,00	5,00	4,27
	Rata-rata									4,23
Tercapainya Indikator Kinerja Individu ($Y_{1.2}$)	Y.2.1	2	4	3	43	47	99	1,00	5,00	4,30
	Y.2.2	4	2	7	46	40	99	1,00	5,00	4,17
	Rata-rata									4,24
Kehadiran ($Y_{1.3}$)	Y.3.1	4	2	6	49	38	99	1,00	5,00	4,16
	Y.3.2	2	5	18	51	23	99	1,00	5,00	3,89
	Rata-rata									4,03
Rata-rata Kinerja Pegawai (Y)										4,17

Source: Processed Research Data (2026)

Based on the statistical data presented in Table 5, the Employee Performance variable (Y) yielded an overall average score of 4.17, which falls within the “High/Good” category, indicating that the level of performance and work productivity of employees at the agency is considered highly competent and in line with organizational expectations. This positive evaluation result is supported by the achievements in each of its constituent dimensions, starting with the “Employee Rating Based on Supervisors’ Assessment” (Y_1.1) dimension, which scored 4.23 and falls into the “Very High/Very Good” category demonstrating that the dedication and competence of the staff in performing their duties have met the objective standards set by their superiors. This alignment is reinforced by the “Achievement of Individual Performance Indicators” dimension (Y_1.2), which achieved the highest score of 4.24 with a rating of “Very High/Very Good,” demonstrating the staff’s strong commitment to completing work targets and task outputs by the specified deadlines. This performance is further complemented by the Attendance dimension (Y_1.3), which scored 4.03 and was rated “High/Good,” indicating that although it recorded the lowest score due to fluctuations in workplace consistency, civil servants generally maintain adherence to working hours and a strong sense of professional ethics in upholding the stability of public services.

3.1.2 Results of the Measurement Model Evaluation

The measurement model was evaluated to determine the characteristics and strength of the relationship between the indicator blocks and the construct variables. This evaluation included comprehensive reliability tests (indicator and internal consistency) as well as validity tests (convergent and discriminant).

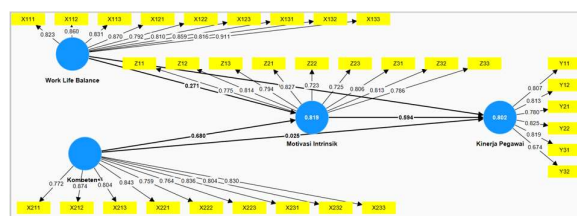


Figure 2. Outer Model

Indicator reliability tests aim to measure how well each observed indicator explains its latent construct. This evaluation is conducted by examining the outer loadings of each indicator. In general, an indicator is considered to meet reliability criteria if its outer loading value exceeds 0.70. However, for exploratory research or during the scale development phase, outer loading values ranging from 0.40 to 0.60 are still considered acceptable and tolerable.

Table 6. Outer Loading Results of the Convergent Validity Test

Indikator	Kinerja Pegawai	Kompetensi	Motivasi Intrinsik	Work Life Balance
X111	-	-	-	0.823
X112	-	-	-	0.860
X113	-	-	-	0.831
X121	-	-	-	0.870
X122	-	-	-	0.792
X123	-	-	-	0.810
X131	-	-	-	0.859
X132	-	-	-	0.816
X133	-	-	-	0.911
X211	-	0.772	-	-
X212	-	0.874	-	-
X213	-	0.804	-	-
X221	-	0.843	-	-
X222	-	0.759	-	-
X223	-	0.764	-	-
X231	-	0.836	-	-
X232	-	0.804	-	-
X233	-	0.830	-	-
Y11	0.807	-	-	-
Y12	0.813	-	-	-
Y13	0.780	-	-	-
Y21	0.825	-	-	-
Y22	0.819	-	-	-
Y23	0.674	-	-	-
Z11	-	-	0.775	-
Z12	-	-	0.814	-
Z13	-	-	0.794	-
Z21	-	-	0.827	-
Z22	-	-	0.723	-
Z23	-	-	0.725	-
Z31	-	-	0.806	-
Z32	-	-	0.813	-
Z33	-	-	0.786	-

Source: Processed Research Data (2026)

Based on the data presented in Table 6, all indicators representing the variables Employee Performance (Y), Competence (X1), Intrinsic Motivation (Z), and Work-Life Balance (X2) met the standards for convergent validity. Empirically, the majority of indicators showed outer loadings that exceeded the ideal threshold of 0.70. Although there is one indicator within the Employee Performance construct namely, Y32 that recorded a value of 0.674, this indicator was retained in the model. This decision was based on the methodological justification that this value still exceeds the minimum tolerance threshold of 0.60, meaning it theoretically retains reliable measurement power. Thus, it can be concluded that each indicator has a strong correlation with its latent variable, confirming that all research instruments have met the requirements for convergent validity and are suitable for proceeding to the next stage of structural analysis.

Table 7. Cronbach’s Alpha dan Composite Reliability

Variabel	Cronbach’s Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Keterangan
Kinerja Pegawai	0,877	0,882	0,907	Reliabel
Kompetensi	0,934	0,936	0,945	Reliabel
Motivasi Intrinsik	0,922	0,925	0,935	Reliabel
Work Life Balance	0,948	0,951	0,956	Reliabel

Source: Processed Research Data (2026)

Based on the summary of the test results in Table 7, all research variables were found to meet the criteria for reliable internal consistency, as their Cronbach’s Alpha and Composite Reliability (rho_a and rho_c) values consistently exceeded the methodological threshold of ≥ 0.70 . This excellent instrument reliability is demonstrated by the Cronbach’s Alpha, rho_a, and rho_c values obtained for the variables Employee Performance (0.877; 0.882; 0.907), Competence (0.934; 0.936; 0.945),

Intrinsic Motivation (0.922; 0.925; 0.935), and Work-Life Balance (0.948; 0.951; 0.956). With all these reliability parameters met, the quality of the research data is proven to be stable and ready for use in proceeding to the inner model evaluation or structural analysis phase.

Table 8. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Kinerja Pegawai	0,621
Kompetensi	0,657
Motivasi Intrinsik	0,617
Work Life Balance	0,709

Source: Processed Research Data (2026)

Based on the analysis results in Table 8, all research variables were found to meet the criteria for convergent validity because their Average Variance Extracted (AVE) values were consistently above the minimum threshold of ≥ 0.50 . Specifically, the recorded AVE values were 0.621 for Employee Performance, 0.657 for Competence, 0.617 for Intrinsic Motivation, and 0.709 for Work-Life Balance. These results confirm that each latent construct possesses strong explanatory power and is capable of explaining more than 50% of the variance in its constituent indicators, with Work-Life Balance being the variable exhibiting the most optimal level of convergence. With all these critical parameters met, the measurement model (outer model) in this study is empirically valid and highly suitable for proceeding to the structural analysis stage (inner model).

Table 9. Fornell-Larcker Criterion

Indikator	Kinerja Pegawai	Kompetensi	Motivasi Intrinsik	Work Life Balance
Kinerja Pegawai	0,788			
Kompetensi	0,801	0,810		
Motivasi Intrinsik	0,873	0,888	0,786	
Work Life Balance	0,814	0,766	0,792	0,842

Source: Processed Research Data (2026)

Based on the test results in Table 9, the discriminant validity analysis using the Fornell-Larcker criteria shows that the root-mean-square AVE values for the variables Employee Performance (0.788), Competence (0.810), Intrinsic Motivation (0.786), and Work -Life Balance (0.842) were below some of their interconstruct correlation values. Failure to meet these criteria across the board as seen in the correlations between Employee Performance and Intrinsic Motivation (0.873), Competence and Intrinsic Motivation (0.888), and Employee Performance and Work-Life Balance (0.814) indicates very strong relationships or high multicollinearity among the constructs. Nevertheless, the discriminant validity of this model can still be justified because the results of the previous cross-loadings test confirmed that each indicator item consistently has the highest loading value on its own source construct. Thus, this

measurement model is still deemed adequate and can proceed to the structural analysis stage (inner model).

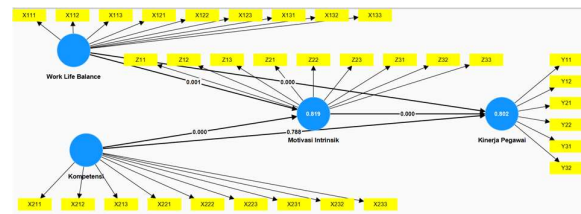


Figure 3. Inner Model

An evaluation of the structural model (inner model) was conducted to test the causal relationships among latent constructs and to accurately confirm the research hypotheses. This stage of the analysis began with verifying the presence of multicollinearity among predictor variables using the Variance Inflation Factor (VIF) metric to avoid parameter estimation errors caused by excessive correlation. Next, the model's explanatory power and predictive capacity were comprehensively assessed using four other key structural parameters: the coefficient of determination (R^2), cross-validated redundancy (Q^2), effect size (f^2), and path coefficients. The simultaneous use of these five evaluation indicators ensures that the direction, strength, and significance of the relationships between constructs can be measured precisely, resulting in a reliable predictive model.

Table 10. Collinearity Statistics (VIF) Inner Model

Path	VIF
Kompetensi -> Kinerja Pegawai	4,975
Kompetensi -> Motivasi Intrinsik	2,424
Motivasi Intrinsik -> Kinerja Pegawai	5,515
Work Life Balance -> Kinerja Pegawai	2,829
Work Life Balance -> Motivasi Intrinsik	2,424

Source: Processed Research Data (2026)

Based on the analysis results in Table 10, the collinearity statistics test using the Variance Inflation Factor (VIF) parameter confirms that the structural model (inner model) constructed is free from serious multicollinearity bias, as all VIF values are below the maximum tolerance threshold of <10 . Specifically, the VIF values recorded for each path are 4.975 for Competence on Employee Performance, 2.424 for Competence on Intrinsic Motivation, 2.829 for Work-Life Balance on Employee Performance, and 2.424 for Work-Life Balance on Intrinsic Motivation. Although the path from Intrinsic Motivation to Employee Performance recorded a VIF value slightly above the conservative standard namely, 5.515 this figure is still very safe and well below the maximum tolerance limit of 10. Thus, the low level of correlation among these exogenous variables ensures that the estimated path coefficients in the model are stable, valid, and highly suitable for proceeding to the hypothesis testing stage.

Table 11. Results of the Coefficient of Determination (R^2) Test

Variabel	R -square	R -square adjusted
Kinerja Pegawai	0,802	0,796
Motivasi Intrinsik	0,819	0,815

Source: Processed Research Data (2026)

Based on the analysis results in Table 11, the coefficient of determination indicates that the structural model of this study falls into the “substantial” category according to the criteria of Hair et al., as all R^2 values exceed the threshold of 0.75. This is evidenced by the Employee Performance variable (Y), which recorded an R^2 value of 0.802 (Adjusted $R^2 = 0.796$), meaning that 80.2% of the variance in employee performance can be explained simultaneously by the variables Competence, Work -Life Balance, and Intrinsic Motivation, while the remaining 19.8% is influenced by other factors outside the model. Meanwhile, the Intrinsic Motivation variable (Z) yielded an R -squared value of 0.819 (Adjusted $R^2 = 0.815$), indicating that 81.9% of the variation in intrinsic motivation can be explained by Competence and Work -Life Balance, leaving 18.1% of the variance influenced by other external exogenous factors. Thus, this high explanatory power and predictive capacity confirm the reliability of the structural model in supporting the validity of the research hypothesis testing.

Table 12. Q-Square

Variabel	Q -Square
Kinerja Pegawai	0,479
Kompetensi	0,000
Motivasi Intrinsik	0,480
Work Life Balance	0,000

Source: Processed Research Data (2026)

Based on the analysis results in Table 12, the evaluation of the predictive relevance of the structural model as measured by the Construct Cross-Validated Redundancy (Q^2) values demonstrates that the model has good predictive ability, as all values for the endogenous constructs are above zero ($Q^2 > 0$). Specifically, the Employee Performance variable recorded a Q^2 value of 0.479 and the Intrinsic Motivation variable recorded a value of 0.480, indicating that this structural model is highly reliable in reconstructing empirical data and possesses adequate predictive power. On the other hand, the Q^2 values of 0.000 for the Competence and Work-Life Balance variables are methodologically expected because both are exogenous variables not predicted by other constructs within the model; thus, they do not indicate any weakness in the model’s overall predictive performance.

3.1.3 Hypothesis Testing

The application of the bootstrapping procedure in SmartPLS aims to obtain parameter estimates in the form of path coefficients, T-statistics, and P-values, which serve as the basis

for assessing the significance of relationships between constructs. Hypothesis testing is performed by comparing the obtained T-statistic values with the critical values in the T-table. Based on a 95% confidence level ($\alpha = 0.05$), the T-table threshold is set at 1.96. Methodologically, the hypothesis is considered supported (accepted) if the T-statistic value reaches or exceeds 1.96 with a P-value less than 0.05. Conversely, the hypothesis is rejected if the T-statistic value is below 1.96 and the resulting P-value is above 0.05.

Table 11. Hypothesis Testing

Path	T statistics ($ O/STDEV $)	P values
Kompetensi -> Kinerja Pegawai	0,269	0,788
Kompetensi -> Motivasi Intrinsik	9,624	0,000
Motivasi Intrinsik -> Kinerja Pegawai	5,608	0,000
Work Life Balance -> Kinerja Pegawai	4,506	0,000
Work Life Balance -> Motivasi Intrinsik	3,368	0,001
Kompetensi -> Motivasi Intrinsik -> Kinerja Pegawai	4,630	0,000
Work Life Balance -> Motivasi Intrinsik -> Kinerja Pegawai	2,842	0,004

Source: SmartPLS4. Processed by the researcher (2026)

3.2 Discussion

3.2.1 Hipotesis Pengaruh Langsung

H1: Work-life balance has a positive and significant effect on employee performance in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing show that work-life balance has a positive and significant effect on employee performance in the General Affairs Division of the Madiun City Regional Secretariat. This is supported by a P-value of 0.000 (below 0.05) and a T-statistic of 4.506 (above the critical value of 1.96). Thus, the proposed research hypothesis is empirically supported, confirming that a balance between work and personal life plays a crucial role in improving employee performance at this agency.

H2: Competence has a positive and significant effect on employee performance in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing indicate that competence does not have a significant effect on employee performance in the General Affairs Division of the Madiun City Regional Secretariat. This is evidenced by a P-value of 0.788 (above the 0.05 threshold) and a T-statistic of 0.269, which is below the critical value of 1.96. Based on these statistical criteria, the proposed hypothesis is deemed unsupported (rejected). This finding indicates that, empirically, an increase in employee competence does not necessarily have a direct and significant impact on performance improvement within the General Affairs Division of the Madiun City Regional Secretariat in this research model.

H3: Intrinsic motivation has a positive and significant effect on employee performance in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing indicate that intrinsic motivation has a positive and significant effect on employee performance in the General Affairs Division of the Madiun City Regional Secretariat. This is supported by a P-value of 0.000 (below 0.05) and a T-statistic of 5.608, which statistically exceeds the critical value of 1.96. Based on these criteria, the research hypothesis is empirically supported. This finding confirms that the higher the level of intrinsic motivation among employees, the more likely it is that performance outcomes in the General Affairs Division of the Madiun City Regional Secretariat will increase significantly.

H4: Work-life balance has a positive and significant effect on intrinsic motivation in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing indicate that work-life balance has a positive and significant effect on the intrinsic motivation of employees in the General Affairs Division of the Madiun City Regional Secretariat. This is supported by a P-value of 0.001 (below 0.05) and a T-statistic of 3.368, which exceeds the critical value of 1.96. Based on these criteria, the research hypothesis is empirically supported. This finding confirms that the balance between employees' work and personal lives plays a crucial role in fostering increased intrinsic motivation within the General Affairs Division of the Madiun City Regional Secretariat.

H5: Competence has a positive and significant effect on intrinsic motivation in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing indicate that competence has a positive and significant effect on the intrinsic motivation of employees in the General Affairs Division of the Madiun City Regional Secretariat. This is supported by a P-value of 0.000 (below 0.05) and a T-statistic of 9.624, which significantly exceeds the critical value of 1.96. Based on these criteria, the research hypothesis is empirically supported. This finding confirms that employees' level of competence is a very strong determinant in driving an increase in intrinsic motivation within the General Affairs Division of the Madiun City Regional Secretariat.

3.2.2 Direct Effect Hypothesis

H6: Work-life balance has a positive and significant effect on employee performance through intrinsic motivation in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing indicate that intrinsic motivation significantly mediates the effect of work-life balance on employee performance in the General Affairs Division of the Madiun City Regional Secretariat. This is evidenced by a P-value of 0.004 (below 0.05) and a T-statistic of 2.842, which exceeds the critical value of 1.96. Thus, the hypothesis stating the mediating role of intrinsic motivation is empirically supported. These findings provide justification that work-life balance not only has a direct impact on performance but also works indirectly by strengthening employees' intrinsic motivation as a crucial mediating mechanism.

H7: Competence has a positive and significant effect on employee performance through intrinsic motivation in the General Affairs Division of the Madiun City Regional Secretariat.

The results of the hypothesis testing indicate that intrinsic motivation significantly mediates the effect of competence on employee performance in the General Affairs Division of the Madiun City Regional Secretariat. This is supported by a P-value of 0.000 (below 0.05) and a T-statistic of 4.630, which exceeds the critical value of 1.96. Thus, the hypothesis stating the mediating role of intrinsic motivation is empirically supported. This finding provides theoretical justification that employee competence does not necessarily improve performance directly but requires an internal drive in the form of intrinsic motivation as an effective mediating mechanism to optimize performance outcomes.

To provide a comprehensive, professional, and easy-to-understand summary for both readers and examiners, you can use the following format for a Summary Table of Hypothesis Test Results:

Table 11. Summary of Hypothesis Testing

Hipotesis	Path	T statistics (O/STDEV)	P values	Kesimpulan
H1	Work Life Balance -> Kinerja Pegawai	4,506	0,000	Diterima
H2	Kompetensi -> Kinerja Pegawai	0,269	0,788	Ditolak
H3	Motivasi Intrinsik -> Kinerja Pegawai	5,608	0,000	Diterima
H4	Work Life Balance -> Motivasi Intrinsik	3,368	0,001	Diterima
H5	Kompetensi -> Motivasi Intrinsik	9,624	0,000	Diterima
H6	Kompetensi -> Motivasi Intrinsik -> Kinerja Pegawai	4,630	0,000	Diterima
H7	Work Life Balance -> Motivasi Intrinsik -> Kinerja Pegawai	2,842	0,004	Diterima

Source: SmartPLS4. Processed by the researcher (2026)

Based on the results of hypothesis testing at a 5% significance level ($\alpha=0.05$), this study confirms that six of the seven proposed hypotheses were accepted, while one hypothesis was rejected. Procedurally, a hypothesis is accepted if its P-value is ≤ 0.05 , and rejected if its P-value is > 0.05 .

The results show that work-life balance has a positive and significant effect on both employee performance and intrinsic motivation. Similarly, competence was found to have a positive and significant effect on intrinsic motivation but did not have a significant direct effect on employee performance. Furthermore, intrinsic motivation was found to be a significant predictor of improved employee performance.

In testing for indirect effects, intrinsic motivation acted as a significant mediating variable, both in bridging the effect of work-life balance on performance and the effect of competence on employee performance in the General Affairs Division of the Madiun City Regional Secretariat. These findings underscore the strategic role of intrinsic motivation as a crucial mediating variable in the research model. Furthermore, not a significant direct effect of competence on employee performance indicates that improving individual capabilities does not automatically

lead to improved performance; rather, it requires the optimization of intrinsic motivation as a prerequisite for employees to achieve superior performance outcomes.

4. Conclusion

A study on the influence of work-life balance and competencies on employee performance through intrinsic motivation in the General Affairs Division of the Madiun City Regional Secretariat yielded several crucial findings. The analysis results demonstrate that work-life balance and intrinsic motivation are direct and significant determinants in improving employee performance, where a balance of roles and strong internal drive lead to optimal work productivity. Conversely, competence was not found to have a direct effect on employee performance; rather, it must first be stimulated through intrinsic motivation. In terms of mediation, intrinsic motivation was found to act as a partial mediator in the effect of work-life balance on performance and as a full mediator that bridges the entire effect of competence on employee performance.

Theoretically, these findings make a significant contribution to enriching the literature on Human Resource Management (HRM). This study provides empirical validation for the Work-Life Balance theory, which states that harmony between professional and personal demands enhances employees' psychological well-being to drive superior work performance. Furthermore, this study reinforces Self-Determination Theory by confirming that the fulfillment of psychological needs triggers intrinsic motivation. The fact that competence requires intrinsic motivation to influence performance also underscores the strategic role of internal motivation as an indispensable "bridge mechanism" for converting individual capacity into tangible performance outcomes.

In practical terms, management of the General Affairs Division of the Madiun City Regional Secretariat is recommended to implement an integrative human resources policy focused on strengthening employees' psychological well-being. First, management needs to maintain a work-life balance through proportional distribution of workloads and efficient time flexibility. Second, competency development programs (training, coaching, and mentoring) should not merely focus on improving technical skills (hard skills), but must be designed to spark employees' self-confidence and internal enthusiasm. Finally, organizations must create a conducive work ecosystem through supportive delegation of authority, fair recognition, and employee involvement in strategic decisions to foster a sense of belonging and sustainable intrinsic motivation.

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