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## Work Motivation as a Mediating Factor in the Relationship Between Personality, Competence, and Employee Performance at PT Padmatirta Wisesa

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### Abstract

*This article analyzes the strategic role of work motivation in mediating the influence of personality and competence on employee performance at PT Padmatirta Wisesa, operating in the FMCG distribution industry where operational speed and service quality are crucial. Current declines in performance indicators show an urgent need to improve employee attributes and capabilities to remain competitive. A quantitative survey method was implemented, with 35 employees involved as a complete sample. The collected data were evaluated using Partial Least Squares-Structural Equation Modeling (PLS-SEM) to measure structural relationships and mediation significance. The statistical findings demonstrate that both personality and competence have significant positive direct effects on performance, and competence is identified as the dominant factor. Moreover, motivation significantly strengthens these effects, indicating that employees' strengths in character and knowledge must be supported by a strong intention to achieve in order to deliver superior outcomes. These insights suggest that organizations should not only focus on enhancing skills and knowledge but also design interventions that boost motivational conditions, including performance-based incentives, recognition mechanisms, and career progression accessibility. The study recommends that future investigations expand the proposed model by integrating factors such as organizational climate, workload pressure, or digital readiness to better understand performance determinants in distribution-based environments.*

*Keywords: Personality, Competence, Work Motivation, Employee Performance*

### 1. Introduction

Private organizations are currently navigating harsher competitive pressures worldwide, prompting the need for resilient workplace teams capable of dealing with complex operational issues [1]. Employment gaps remain noticeable, especially in acquiring workers with exceptional skills, while experienced individuals may progressively lose confidence or motivation to adjust to emerging workplace innovations [2]. Meanwhile, certain staff members possess good analytical abilities but fail to actualize them into strong job outcomes, reflecting that competence requires both understanding and the ability to perform efficiently [3]. Such challenges are present in PT Padmatirta Wisesa, a business distributing FMCG goods, particularly packaged drinking water, where achieving optimal performance requires a deeper exploration of the internal characteristics influencing employee productivity.

One fundamental internal determinant of performance is personality, representing the psychological tendencies that guide how individuals interpret and react to various work conditions [4]. Attributes like conscientiousness, which encourages responsibility and structured work habits, can enhance employee reliability. Yet, personality needs to be complemented by adequate job-related competence. Competence comprises a synergy of skills, knowledge, and the ability to perform tasks effectively [5]. In the context of PT Padmatirta Wisesa, issues concerning competence still pose obstacles. A number of employees exhibit shortcomings in technical expertise, limited IT adoption, and weak communication and coordination abilities. As a result, operational activities take longer to complete, productivity decreases, and the distribution services delivered fail to meet optimal standards partly due to insufficient training and career development support.

Motivation functions as a core stimulus that pushes employees to work harder and achieve success for the organization [6]. Highly motivated personnel typically show improved engagement, sense of responsibility, and performance contributions, particularly in service quality [7]. In PT Padmatirta Wisesa's environment, motivation does not emerge automatically it is shaped by factors like organizational culture, leadership support, reward practices, and pathways for personal growth. Depending on how these factors are managed, motivation can either strengthen employees' drive to perform or diminish their productivity potential.

The company's achievement indicators show a noticeable decline in workforce performance, as illustrated in the subsequent performance evaluation table.

**Table 1. Employee Performance Evaluation at PT Padmatirta Wisesa**

No	Performance Indicators	2023 Rating	2024 Rating	Decline (%)
1	Distribution Speed	85%	70%	17.65%
2	Customer Service	90%	75%	16.67%
3	Information Technology Utilization	80%	65%	18.75%
4	Product Marketing Results	88%	72%	18.18%
5	Teamwork	92%	78%	15.22%

Source: PT. Padmatirta Wisesa, 2025

The declining trend identified through performance assessment results confirms the organization's productivity challenges and the necessity to analyze factors influencing work achievement. A number of empirical findings point out that personality characteristics and competencies are crucial contributors to improved job performance. [8] categorizes competence as a vital internal quality linked to superior performance achievements. The conclusions of [9] [10] consistently support the strong impact of competence on performance development. Furthermore, [11] finds that personality and competence exert direct effects on performance outcomes, whereas motivation is recognized by [12] as a primary driver of increased employee productivity.

Although previous studies provide insight into how personality and competence contribute to employee output, the role of motivation in transforming these factors into tangible performance improvements has been relatively overlooked. This gap in knowledge is especially relevant for FMCG distribution businesses undergoing decreases in operational effectiveness. Consequently, a more comprehensive analysis is required one that integrates motivation as a key intermediary variable linking personal attributes with employee performance results.

Recognizing the need for a deeper explanation of how internal factors translate into employee results, this study evaluates the role of work motivation in channeling the effects of personality and competence toward performance improvement at PT Padmatirta Wisesa. The innovative aspect of the research lies in its comprehensive model that unifies key psychological and capability-based variables with motivational influences, particularly relevant in the competitive FMCG distribution industry. Results from this investigation are projected to support managerial decision-making in strengthening workforce performance and organizational service standards.

## 2. Research Methods

Guided by the positivist worldview, this study applied a quantitative framework aimed at empirically evaluating cause-and-effect relationships derived from formulated hypotheses (Sugiyono, 2019). The research examined four core latent dimensions Personality (X1), Competence (X2), Work Motivation (Z), and Performance (Y) which were operationalized using standardized indicators to maintain accuracy and measurement consistency throughout the analysis.

The study targeted all employees currently working at PT Padmatirta Wisesa, amounting to 35 respondents, and employed a total sampling technique due to the limited population size. This census-based approach ensured comprehensive coverage and eliminated sampling error. Data acquisition was conducted through a pre-designed questionnaire developed to capture the variable interactions within the proposed research framework.

SmartPLS 3.0 software was employed to run Partial Least Square Structural Equation Modeling, enabling comprehensive evaluation of both measurement indicators and the structural framework. This method was purposefully chosen because it accommodates compact sample sizes and supports sophisticated mediation

structures. Hypothesis testing was performed after confirming the outer and inner model criteria, with each causal relationship considered significant when the statistical output showed a p-value below 0.05.

### 3. Results and Discussions

#### 3.1. Result

##### Model PLS

The visualization of the PLS findings outlines the integrated model of the study, representing the reflective measurement relations and the directional linkages between constructs [13]. High loading scores indicate that each indicator effectively captures the underlying characteristics of the latent variable it represents, verifying the model's validity and reliability. At the same time, the estimated path coefficients illustrate the flow of influence from the independent factors, namely Personality and Competence, toward the mediator Work Motivation and the dependent construct Employee Performance. These results collectively strengthen the interpretation of how the variables interact within the research model.

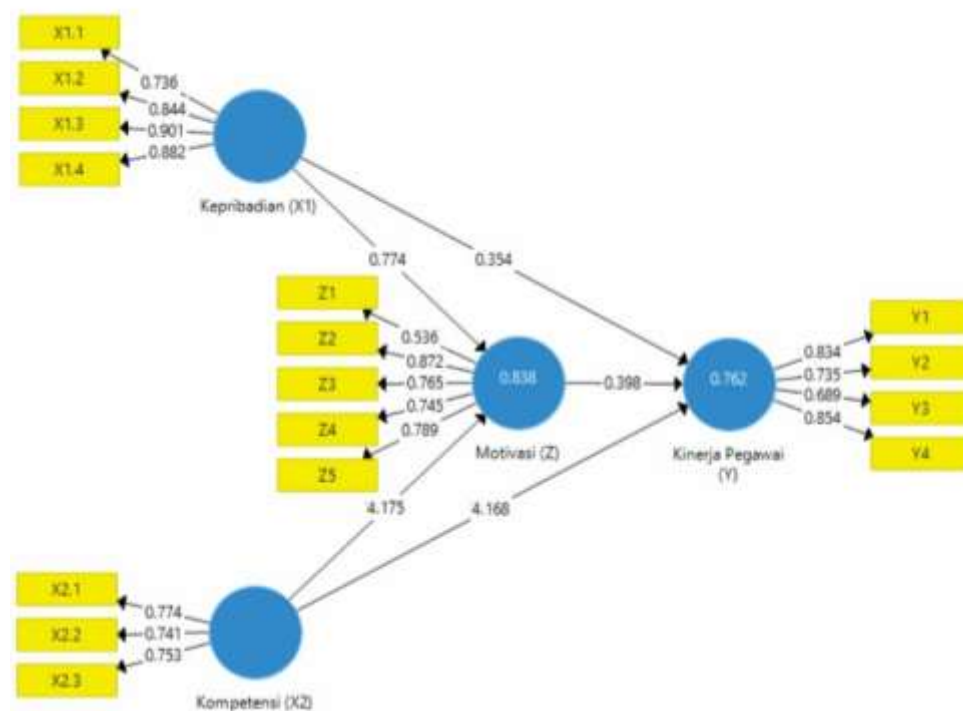


Figure 1. Model PLS

The displayed R-Square figure inside the Performance construct indicates how much of the performance variance is influenced by the predictors namely Personality, Competence, and Work Motivation. An increase in this coefficient reflects better explanatory power of the model. The outcomes further show that Work Motivation serves as a channel through which Personality and Competence contribute to improved performance levels. Thus, reinforcing motivational aspects becomes a key priority to ensure that individual dispositions and skill sets translate effectively into higher performance standards within PT Padmatirta Wisesa.

##### Outer Model

To verify the accuracy of the reflective indicators, the outer model was tested by analyzing factor loadings as the basis for convergent validity [14]. Indicators meeting the criteria of loading values above 0.50 and statistical significance ( $p < 0.05$ ) were deemed valid contributors to their associated latent constructs.

**Table 2. Factor Loading**

Construct	Indicator	Loading (O)	Mean (M)	STDEV	t-Statistics	p-Values
Personality (X1)	X1.1	0.736	0.730	0.083	8.849	0.000
	X1.2	0.844	0.850	0.036	23.638	0.000
	X1.3	0.901	0.895	0.037	24.208	0.000
	X1.4	0.882	0.879	0.041	21.737	0.000
Competence (X2)	X2.1	0.774	0.780	0.051	15.064	0.000
	X2.2	0.741	0.730	0.079	9.426	0.000
	X2.3	0.753	0.740	0.094	8.046	0.000
Employee Performance (Y)	Y1	0.834	0.833	0.051	16.290	0.000
	Y2	0.735	0.744	0.074	9.926	0.000
	Y3	0.689	0.689	0.101	6.794	0.000
	Y4	0.854	0.847	0.054	15.668	0.000
Work Motivation (Z)	Z1.1	0.536	0.550	0.124	4.306	0.000
	Z1.2	0.872	0.872	0.036	23.904	0.000
	Z1.3	0.765	0.757	0.071	10.810	0.000
	Z1.4	0.745	0.734	0.100	7.428	0.000
	Z1.5	0.789	0.776	0.083	9.559	0.000

Source: Processed Data (2025)

Since all observed variables demonstrate loading coefficients exceeding 0.50 and exhibit statistical significance, they are regarded as suitable measures for their respective constructs. The confirmation of these validity standards indicates that the measurement configuration is adequate and facilitates advancement to the structural model analysis in PLS-SEM.

#### Average Variance Extracted (AVE)

An additional convergent validity check was performed through the AVE metric, which quantifies the proportion of useful variance extracted by a latent construct compared to error variance [15]. AVE scores greater than 0.50 demonstrate that the construct retains a dominant portion of variance from its measurement items, indicating strong convergent validity.

**Table 3. Construct Validity (AVE)**

Construct	AVE
Personality (X1)	0.711
Employee Performance (Y)	0.610
Competence (X2)	0.607
Work Motivation (Z)	0.562

Source: Processed Data (2025)

With all AVE values surpassing the recommended cutoff of 0.50, the study confirms that the latent constructs are well-reflected by their associated measurement items. Therefore, the convergent validity requirement has been fulfilled, reinforcing the readiness of the measurement model for advanced structural testing within the PLS-SEM analysis.

#### Construct Reliability

Internal consistency was verified through Composite Reliability (CR), which assesses whether the indicators reliably capture the same underlying construct [16]. Values stronger than 0.70 indicate that the latent variable is measured with sufficient consistency, and the included items perform reliably.

**Table 4. Construct Reliability**

Construct	Composite Reliability
Personality (X1)	0.907
Employee Performance (Y)	0.861
Competence (X2)	0.836
Work Motivation (Z)	0.863

Source: Processed Data (2025)

All constructs demonstrate Composite Reliability values higher than the accepted threshold, indicating dependable internal consistency throughout the measurement items. This ensures that each indicator provides a credible reflection of its underlying construct. Consequently, the measurement model meets the reliability benchmarks and can be applied confidently in the structural assessment phase.

### Inner Model (Structural Model Assessment)

The structural component of the model was reviewed to determine both the strength of the paths connecting the constructs and the overall predictive capability, measured using the R-Square statistic [17]. This value indicates how much variability in the dependent variables is explained by the predictors, thus reflecting the fitness of the model in capturing the observed phenomena. Furthermore, significance testing of the relationships was performed using bootstrap resampling to obtain more accurate estimates of the structural parameters.

**Table 5. R-Square**

Endogenous Variable	R-Square	R-Square Adjusted
Employee Performance (Y)	0.780	0.744
Work Motivation (Z)	0.840	0.830

Source: Processed Data (2025)

An R-Square of 0.840 was recorded for Work Motivation, illustrating that 84% of motivational behavior is influenced by the variables Personality and Competence within the model. This substantial level of explained variance indicates that improvements in these two domains have a considerable impact on promoting motivation. The remaining portion of variance, approximately 16%, is potentially associated with factors outside the model's scope, such as organizational policies, support systems, compensation structures, and individual psychological backgrounds.

The estimation results show that Employee Performance is largely influenced by Work Motivation, accounting for 78% of its variance (R-Square = 0.780), following the impact of Personality and Competence. This highlights motivation's importance as a connecting factor that transforms personal attributes into workplace achievements. The other 22% is assumed to arise from external determinants not examined in this study, such as teamwork quality, policy enforcement, or organizational strategies.

### Inner and Indirect Effects Results

Structural model testing aimed to explore how predictor variables shape Motivation and Employee Performance, including both immediate impacts and mediated effects [18]. Motivation was analyzed as a conduit for mediation. The acceptance or rejection of hypotheses was based on whether T-Statistics and p-values met the criteria for significance at  $\alpha = 0.05$ .

**Table. Structural Model Results (Direct and Indirect Effects)**

Effect Path	Type of Effect	Coefficient (O)	Sample Mean (M)	STDEV	T-Statistics	p-Values	Hypothesis Decision
Personality (X1) → Employee Performance (Y)	Direct	0.354	0.356	0.172	2.052	0.042	Supported

Effect Path	Type of Effect	Coefficient (O)	Sample Mean (M)	STDEV	T-Statistics	p-Values	Hypothesis Decision
Competence (X2) → Employee Performance (Y)	Direct	0.774	0.758	0.085	8.949	0.000	Supported
Motivation (Z) → Employee Performance (Y)	Direct	0.398	0.405	0.175	2.284	0.026	Supported
Personality (X1) → Motivation (Z) → Employee Performance (Y)	Indirect	0.309	0.309	0.142	2.177	0.040	Supported (Mediated)
Competence (X2) → Motivation (Z) → Employee Performance (Y)	Indirect	0.394	0.412	0.071	5.660	0.000	Supported (Mediated)

Source: Processed Data (2025)

The study confirms that Personality, Competence, and Motivation positively influence Employee Performance, with competence showing the highest impact, emphasizing the importance of practical skills and knowledge for achieving optimal performance. Motivation mediates the relationship between Personality and Competence with performance, indicating that well-equipped employees with desirable personal attributes are more motivated and therefore perform better. This highlights the necessity for organizations to implement integrated strategies that strengthen employee competencies, nurture behavioral traits, and reinforce motivational mechanisms to achieve sustainable performance improvements.

### 3.2. Discussion

#### The Influence of Personality on Employee Performance

Personality emerges as a crucial determinant of employee performance at PT. Padmatirta Wisesa. Traits such as reliability, ethical standards, emotional control, adaptability, and proactive attitudes toward organizational adjustments significantly support efficient task execution. Individuals with well-developed personality traits are likely to maintain high work engagement, interact effectively with peers and clients, and meet deadlines consistently [19]. On the other hand, shortcomings in these traits may compromise adaptability and overall team output.

Findings indicate that performance outcomes are affected by more than just technical skills; employees' behavioral attributes significantly influence how work responsibilities are executed, particularly in public service roles where interaction quality is critical [20]. Additionally, personality traits are strongly associated with intrinsic motivation, reflecting an internal commitment to excellence [21]. Strengthening these traits through structured soft skills development, ethical and character education, and formal recognition initiatives can enhance the overall capability and performance of public sector personnel.

#### The Influence of Competence on Employee Performance

The study indicates that employee performance is strongly influenced by the level of competence exhibited [22]. Competence, defined as the combination of knowledge, skills, and attitudes, shapes the employees' capacity to plan, carry out, and review their work systematically [23]. Those who are highly competent tend to perform tasks more efficiently, make informed decisions independently, respond effectively to changes in the work system, and support organizational objectives such as innovation and enhanced service quality.

Within public service organizations, employee competence plays a pivotal role in achieving transparency, efficiency, and excellence in service provision [24]. When staff lack sufficient competence, tasks are completed more slowly, errors increase, and service outcomes decline, which can reduce stakeholder satisfaction and harm the institution's reputation. Therefore, leadership should prioritize ongoing and structured competency development initiatives, including targeted technical training, certification programs, mentoring, job rotation, and regular evaluations to align workforce capabilities with organizational goals [25].

### **The Influence of Motivation on Employee Performance**

The study indicates that motivation positively affects employee performance. Motivated employees are more likely to exert sustained effort and achieve organizational goals effectively [26]. In the context of public services, motivation derives from two sources: intrinsic factors such as a sense of duty, ambition for success, and personal attachment to one's role, and extrinsic factors including rewards, career development prospects, a supportive organizational culture, and managerial acknowledgment.

Motivated personnel consistently demonstrate determination, superior work output, and a proactive approach to skill development [27]. Drawing on Maslow, Herzberg, and McClelland, motivation is reinforced when employees' psychological and professional needs are addressed and they perceive meaning in their responsibilities [28]. Management can boost motivation and organizational effectiveness by offering structured reward systems, clear advancement opportunities, supportive interpersonal communication, manageable workloads, and promoting work-life harmony.

### **The Mediation Role of Motivation in the Relationship Between Personality and Performance**

The study shows that motivation mediates the relationship between personality and employee performance. Workers with advantageous personality traits often possess higher internal energy to contribute meaningfully, which strengthens their motivation [29]. In this sense, motivation transforms latent personality potential into observable, productive behaviors at work. If motivation is lacking, the inherent strengths associated with personality may not be fully expressed in performance outcomes [30].

Aligning with Big Five Personality Theory and Self-Determination Theory, the study demonstrates that traits like conscientiousness, openness, and emotional stability drive internal motivation, which positively impacts performance outcomes [31]. As a practical implication, organizations should incorporate personality evaluation in hiring decisions and foster a motivational environment through recognition systems, proactive leadership, and targeted career advancement programs.

### **The Mediation Role of Motivation in the Relationship Between Competence and Performance**

The analysis indicates that competence exerts a significant indirect impact on performance by enhancing motivation. Workers who demonstrate strong knowledge and technical abilities often experience greater self-assurance in task execution, which fuels their motivational levels [32]. This outcome supports Vroom's Expectancy Theory, emphasizing that people are motivated when they believe their competencies will lead to successful and valuable performance.

Competent personnel are better prepared to respond creatively and flexibly to organizational demands [33]. When competence is supported by a high level of motivation, employees are more inclined to pursue professionalism and ongoing improvement, leading to higher quality services. Consequently, combining competency enhancement with motivational interventions represents a strategic approach for boosting overall performance in organizations [34].

Summarily, employee effectiveness is driven by a synergy of personality traits, skills, and motivational levels, all of which exert measurable effects on performance [35]. To ensure long-term gains in public service quality, organizations should implement strategies that simultaneously enhance employee capabilities and foster strong motivational engagement.

## **4. Conclusion**

This study demonstrates that employee effectiveness at PT. Padmatirta Wisesa is strongly impacted by personality, competence, and motivation. Importantly, motivation functions as a mediator between both personality and competence and overall performance, emphasizing that strong personal and professional abilities alone cannot guarantee optimal results without sufficient motivational support. Thus, performance enhancement strategies must concurrently develop employees' skills, knowledge, and personal traits while promoting motivation to achieve sustainable improvements in productivity and service standards. In light of the study's findings, it is recommended that the organization prioritize structured and ongoing competency-building efforts, such as need-based trainings,

technical skill workshops, and leadership development programs, to ensure personnel are capable of meeting dynamic job challenges. Motivation enhancement should also be a core aspect of HR policies, including incentive schemes, nurturing team-oriented and supportive work environments, and offering clear advancement opportunities. Future investigations should expand the model by including additional variables, such as leadership, job satisfaction, workload distribution, organizational support, and workplace culture, to achieve a more comprehensive understanding of employee performance in public service institutions.

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