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## Article

# Government Employee Assessment to Support Public Performance Organization Learned from Riau Island Province

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# Government Employee Assessment to Support Public Performance Organization Learned from Riau Island Province

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## ABSTRACT

The government management system is expected to focus on increasing accountability and at the same time improving the performance of outcome-oriented employees. This study aims to examine and analyze the relationship between the performance of integrity, competence, work environment, intrinsic motivation, and organizational commitment in Government Employee of the Riau Islands Province. This research uses *Structural Equation Modeling (SEM)* Lisrel 8.70 method in data processing. Survey research uses a questionnaire with a population of 515 samples of 225 (slovin formula). The analysis results show that organizational commitment significantly affects performance, followed by integrity, intrinsic motivation, and competence. Intrinsic motivation can mediate work environment and integrity in performance. Therefore, this study shows the factors that have the most effect on government employees' performance and how these factors can be improved to enhance their performance. However, this study has some limitations, such as generalizing the study's results only to Riau Islands Province and not considering other factors, such as organizational culture and external factors. Therefore, future research can involve a more comprehensive sample and consider other factors that affect the performance of government employees. This research provides valuable information for government and public organizations to develop effective employee performance appraisal strategies and improve overall government employee performance.

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## Introduction

Public organizations are responsible for providing quality and effective services to society (Sueyoshi & Yuan, 2017). To achieve this goal, government employees become an important element that plays a role in carrying out duties and providing services to the public (Choi & Park, 2023). In this context, employee appraisal becomes a very relevant and strategic aspect in improving the performance of public organizations. The purpose of this study is to examine the influence of integrity, competence, work environment, intrinsic motivation and organizational commitment to performance and analyze the ability of intrinsic motivation and commitment in encouraging the performance of public organizations. The performance of public organizations is influenced by the performance of employees (Al Zefeiti et al., 2017). In the context of public organizations, performance is a measure of achievement/results in managing and running an organization related to everything that will, is, and has been done by the organization in a certain period (Ingrams, 2020). Performance measurement of public organizations is important because it can be used to improve organizational performance in the future (Virgiawan et al., 2021). Public sector performance appraisals have three objectives: (1) help improve government performance, (2) resource allocation and decision-making, and (3) achieve accountability of public organizations and improve institutional communication (Narutomo et al., 2019).

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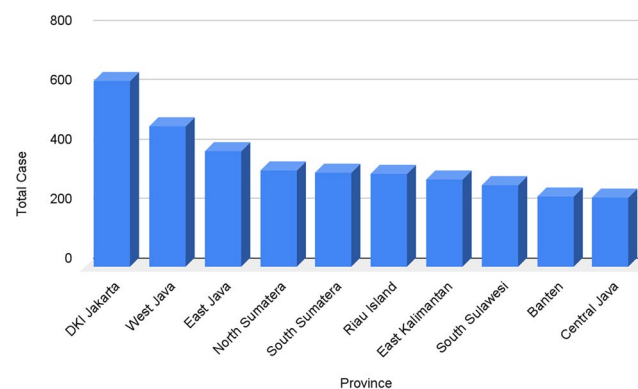
Employee performance is one of the important aspects in government organizations which is used as the main benchmark to measure the contribution of human resources in ministries and government agencies (Hidir et al., 2021). Performance is formally defined as the value of a set of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals (Tamsah et al., 2020). According to Jane Muthoni and Kiragu (2022), many factors affect the performance of public organizations, including integrity, competence, work environment, intrinsic motivation, and organizational commitment.

The importance of integrity in influencing performance has been raised (Febrina & Syamsir, 2020) That a person's behavior will be able to affect his attitude in carrying out life and activities both within the scope of business or public organizations, so that if an employee has good integrity, it will affect his performance in carrying out work (Mellouli et al., 2020). Competence is also important in influencing employee performance, competence is basically a series of behavior patterns that need to be done, so as to complete the work process in an organization in achieving success (Sumarsi, 2022)

Another factor that affects employee performance is the work environment. Work environment as an environment where people do work. can affect the physical and psychological well-being of workers (Riyanto & Prasetyo, 2021), so that it has an influence on the ups and downs of one's performance in carrying out work. So (Menuh et al., 2022) Views that the work environment in the context of the physical environment, is a place where employees carry out work will be able to influence their performance, safety and quality of life in carrying out work. While intrinsic motivation is important for employees to have in improving performance. Intrinsic motivation is a drive that comes from inside and outside one-self without a compulsion, so that these conditions require individuals to carry out work optimally (Supriyono & Susmonowati, 2022) to be completed based on the time allotted using several stages so that goals and objectives can be achieved (Yusuf, 2021). Intrinsic motivation as part of an effort in me.

A corrupt environment can undermine the motivation and commitment of honesty and integrity government employees (Pérez, 2020). When they see corrupt practices around them, employees who are committed to working well and providing quality public services will feel demotivated, lose trust, and doubt the values of hard work to optimize work activities that arise from themselves. Corruption can hinder the professional development of government employees. Corrupt bureaucracies tend to give profits based on nepotism or bribery, not on qualifications and performance (Bennorth & Poore, 2019; Rembischevski & Caldas, 2023; Smith et al., 2010). This can hinder employee opportunities to improve their skills, knowledge, and competencies necessary for good performance. Corruption has had a significant impact on the poor performance of government employees in Indonesia.

Figure 1 illustrates the high number of cases in Indonesia based on provinces with the highest and lowest corruption cases. Provinces with the highest levels of corruption are, DKI Jakarta, West Java, East Java, North Sumatera, South Sumatera, and Riau Islands. With the corruption case, it reflects that the performance of provincial government employees has not been optimal. Riau Islands Province is included in the Ten highest corruption cases in Indonesia and two highest on the island of Sumatra. Riau Islands is a province outside Java with the form of a islands area with the highest level of corruption (Bayu, 2020; Dihni, 2022). Corruption in Riau Islands Province significantly dominates the goods and services



**Figure 1.** Corruption Cases by Province in Indonesia 2010–2023.

Source: (Bayu, 2020; Dihni, 2022).

procurement sector, recording corruption cases with various development projects such as infrastructure, medical devices, and other goods. In addition, corruption is also rampant in other sectors, such as licensing, land, and finance. Major challenges in the fight against corruption in the region relate to low public awareness in reporting corruption cases, lack of coordination between law enforcement officials, and weak oversight of budget use. To effectively achieve the goal of eradicating corruption, a comprehensive effort involving the government, law enforcement, and the active participation of the community is necessary.

Riau Islands Province is one of the provinces in Indonesia that has complexity in terms of local governance. In the face of such challenges, an understanding of the factors affecting the performance of government employees becomes important. Lessons learned from experiences in Riau Islands Province can provide valuable insights in developing effective employee appraisal strategies that positively impact the performance of public organizations. Previous research has highlighted several factors that can affect employee performance in the public sector, such as competence, motivation, integrity, and work environment (Alkhaledi et al., 2023; Caemmerer & Wilson, 2011; Taghian et al., 2015). However, there is still a need to deepen understanding of specific factors in the context of government employees in Riau Islands Province. Therefore, this study aims to analyze the influence of these factors on the performance appraisal of government employees, with the hope of providing a more comprehensive and relevant understanding.

In addition, this study also wanted to explore the role of intervening variables, namely intrinsic motivation, and organizational commitment, in the relationship between independent factors (such as integrity, competence, and work environment) and employee performance appraisal. Intrinsic motivation and organizational commitment have the potential to influence the extent to which such factors contribute to employee performance, and therefore, understanding their role as intervening variables becomes important (Falzon et al., 2012; Haricharan, 2023; Sullivan, 2008). This study uses an organizational behavior theory approach that studies the impact of individuals, groups, and groups on the emergence of various behaviors in organizations with the aim of increasing organizational effectiveness. The theory of organizational behavior is a field of study devoted to understanding, explaining, and ultimately improving the attitudes and behaviors of individuals and groups in organizations (Arif et al., 2019). Meanwhile, the conceptual framework of this research can be seen in Figure 2 below,

Figure 2 shows the research conceptual framework that explains the relationship between the variables studied in the study based on the research indicators mapping. In Figure 2, there are independent variables: integrity (ITG), competence (KOM), and work environment (LKK). These independent variables affect the dependent variable, namely the performance (KIN) of government employees. In addition, there are also intervening variables, namely organizational commitment (KOO), and intrinsic motivation (MTI). These intervening variables are considered to mediate the relationship between the independent variables and the dependent variable. In other words, organizational commitment (KOO) and intrinsic motivation (MTI) are factors that influence the relationship between the independent and dependent variables. In addition to the independent, dependent, and intervening variables, there are also control variables, namely gender, age, education, and tenure (Chu et al., 2011; Deslatte et al., 2021; Strickland et al., 2016; Waheed et al., 2019). These control variables are included to ensure that the study results are not influenced by other factors unrelated to the independent and dependent variables.

Measurement of instrument variables (questionnaires) in the form of closed statements, and measured using the Likert scale from 1 to 5. Respondents were asked to give their opinions on every point of the statement ranging from strongly disagreeing to strongly agreeing. The data is used to measure the performance of government employees in the Riau Islands Province government. This study is expected to be able to elaborate the correlation of integrity, competence, work environment to performance driven by intrinsic motivation and organizational commitment. These indicators are also in line with Robbins' concept of performance, integrity adopted from (Ali Hijazi et al., 2021), competence, work environment of Collings et al. (2019), the intrinsic motivation and organizational commitment of Ngunga and Ndubi (2021). As a result, based on the research conceptual framework, a research model can be made, which can be seen in Figure 3 below,

Figure 3 shows this research model using structural equation modeling (SEM), which is used to analyze the relationship between the variables in the study. This model consists of two sub-models, namely

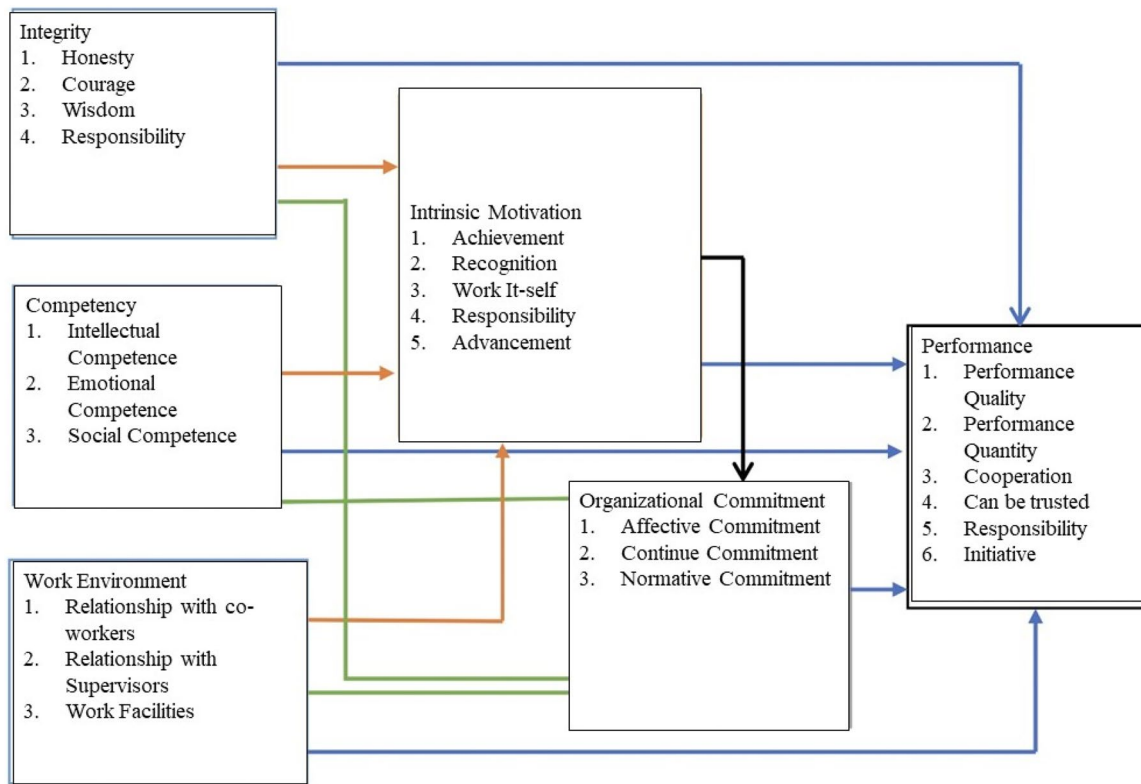


Figure 2. Conceptual framework.

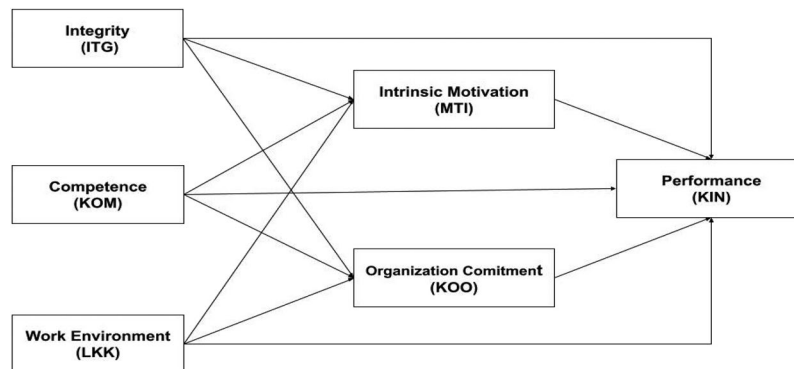


Figure 3. Research model.

sub-model I and sub-model II. Sub-model I explains the relationship between independent variables (integrity (ITG), competence (KOM), work environment (LKK), intrinsic motivation (MTI)) and intervening variables (organizational commitment (KOO)) with the dependent variable (government employee performance (KIN)). On the other hand, Sub-model II explains the relationship between the independent variables (integrity (ITG), competence (KOM), work environment (LKK), intrinsic motivation (MTI)) and the intervening variable (organizational commitment (KOO)) with the dependent variable (government employee performance (KIN)) by considering the control variables (gender, age, education, length of service). The two sub-models are combined to form a complete research model that aims to test the research hypothesis and analyze the relationship between the variables in the study. Thus, this research model is used to analyze the factors that affect the performance of government employees.

The results of this study can help local governments and other public organizations to develop effective strategies in improving employee performance, optimizing the use of human resources, and improving overall public services. Thus, the study has important relevance and can make a real contribution to the development of employee appraisal in the context of public organizations. It is hoped that the



results of this study can provide a strong theoretical and practical basis for better decision making in improving the performance of public organizations, especially in Riau Islands Province as well as in other provinces or regions.

This research is a refinement of previous research based on the Integrative Model of Organizational Behavior theory by Calquitt (Campbell, 2015; Deslatte et al., 2021; Rotchanakitumnuai, 2013; West, 2014). The research focuses on the role of motivation and organizational commitment as mediators in employee performance. Previous research has yet to comprehensively understand how intrinsic motivation and organizational commitment mediate the influence of integrity, competence, and work environment on employee performance. The novelty of this research lies in developing a different model from previous research, integrating integrity, competence, and work environment as exogenous variables, intrinsic motivation and organizational commitment as endogenous and mediating variables, and employee performance as the dependent variable. The study results are expected to provide a new conceptual framework that emphasizes the importance of intrinsic motivation and organizational commitment in balancing integrity, competence, and work environment in the context of improving the performance of a government employee. Both variables are key in maintaining ethics, norms, and integrity in treasurer duties that involve confidential financial management. This research will provide new insights into the relationship between integrity, competence, work environment, intrinsic motivation, and organizational commitment in influencing employee performance.

## Method

This research method uses a mixed method that combines quantitative and qualitative research approaches. The research design used is a sequential explanatory design or model combination research. Combination research with sequential explanatory design is research that combines quantitative and qualitative research methods sequentially, where in the first stage the research is carried out using quantitative methods and in the second stage it is carried out using qualitative methods (Sadayi et al., 2022). This study used SPSS and survey software with hybrid questionnaires (online and offline) in the form of a closed statement, and measured using the Likert scale from 1 to 5 (Creswell & Hirose, 2019; Sileyew, 2019).

Government employees referred to in this study are focused on government treasurers. To assess the performance of the treasurer, the head of the financial subdivision/secretary of the Regional Apparatus Organization who will fill out the questionnaire related to the variable performance of the government employee, data on the head of the financial subdivision/secretary of the Regional Apparatus Organization (Table 1).

This research was conducted in Riau Islands Province consisting of Regional Apparatus Organizations in Batam City, Tanjung Pinang, Bintan regency, and Karimun. The time of this study was conducted from December 2021 to May 2022. The study population amounted to 515 and a sample of 225 Riau Islands Province government employees using the slovin formula. The slovin formula is a formula used to obtain a sample size that is considered capable of describing the entire population (Wahyudi & Yusra, 2021) as follows

$$n = \frac{N}{(1 + N.e^2)}$$

$$n = \frac{515}{(1 + 515.0,5^2)}$$

$$n = 225$$

**Table 1.** OPD sample distribution in Riau Islands Province District/City.

No	Region	Government Organization	Population	Sample
1	Batam	44	151	66
2	Tanjung Pinang	33	130	57
3	Bintan	39	86	65
4	Karimun	42	148	37
	Total	158	515	225

Notes,

$n$  = Number of Samples

$N$  = Population Size

$e$  = Percentage of Collogram Used (10%)

The data collection technique uses a questionnaire instrument to measure the variables of integrity, competence, work environment, intrinsic motivation, and organizational commitment and performance using validity and reliability tests (Sadayi & Suswanta, 2022). Before data collection is used, the instrument is tested by testing the instrument's validity and calculating the reliability coefficient on 30 employee respondents used for testing, no longer used as respondents for research data collection. Because the item scale is a five scale like the Likert model scale, the validity test calculation uses product-moment correlation, while the reliability uses Cronbach's alpha instrument. In the final stage (qualitative method), to prove, deepen, and expand the quantitative data that has been obtained, researchers then collect data through (1) qualitative interviews, (2) participatory observation, and (3) document analysis. The research steps in this dissertation are described in detail in Figure 4 below.

Figure 4 shows the stages of the research analysis method process used in this study. The research design used is a sequential explanatory design or combination research model. Combination research with sequential explanatory design is research that combines quantitative and qualitative research methods sequentially, where in the first stage the research is carried out using quantitative methods and in the second stage it is carried out with qualitative methods. Quantitative methods play a role in obtaining measurable quantitative data, which can be descriptive, comparative and associative while qualitative methods play a role in proving, deepening, and expanding quantitative data that has been obtained in the initial stage (Burns, 2009; Choi & Park, 2023).

In the next stage of the research, to prove, deepen, and expand the quantitative data obtained in the initial stage, it is necessary to conduct further research (qualitative method). Using qualitative methods, research subjects will be selected from people who have the capacity as 'key informants' of the research: Head of finance, Head of OPD, and treasurer. The subjects were chosen not considering the representative proportion. However, pragmatically, the subject can provide complete information about the treasurer's performance, influenced by integrity, competence, work environment, intrinsic motivation, and organizational commitment. Informants were placed in an active position and were considered to have a good understanding of the treasurer's performance and its relationship to the influences caused, easily accessible, and had sufficient time.

The initial research stage used quantitative methods and was carried out with descriptive and inferential data analysis techniques (hypothesis testing). Validity and reliability tests in this study were carried out with the help of SPSS Version 25 software. Validity and reliability tests are carried out to measure the accuracy and reliability of research instruments (Meivira, 2022). The criteria for the validity test are based on the R-Count value, which is compared to the R-Table. The statement item is declared valid if

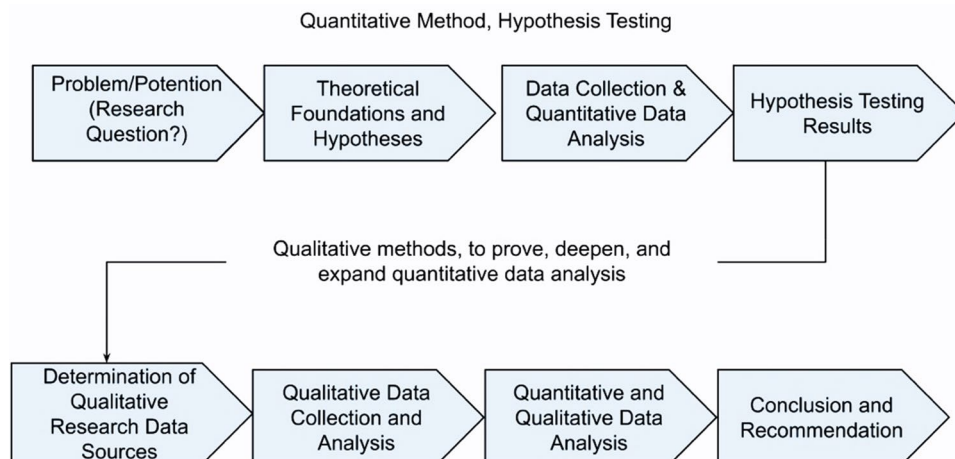


Figure 4. Method process analysis.



the  $R\text{-Count} > R\text{-Table}$  value. Furthermore, Confirmatory factor analysis (CFA) aims to confirm theoretical models using empirical data and is an element of structural equation modeling, a broader multivariate technique (Sebayang et al., 2019). CFA tests the reliability and validity of each scale (Aghimien et al., 2021). The next step is to conduct a model fit test (Goodness-of-fit) which is evaluated using various model fit indices, which assess the relationship between the observed data and the theoretical data expected from the model. Model fit indices can be used with threshold or hypothesis testing to reject or retain the proposed model. After the model fit test, hypothesis testing is carried out (Riley et al., 2019), and literature analysis is done to determine the significant relationship between variables. The next stage was the collection of qualitative data through in-depth interviews with several government employees selected by purposive sampling. Qualitative data analysis was done by identifying the main themes that emerged from the interviews and linking them with the quantitative data obtained in the initial stage. The final stage was data integration, combining quantitative and qualitative data to produce more comprehensive and in-depth conclusions. The data integration results were used to test the research hypotheses and analyze the relationship between the variables in the study using structural equation modeling (SEM).

## Result

The results of research on the influence of integrity, competence, work environment on the performance of government employees through variables of intrinsic motivation and organizational commitment by analyzing primary data in the form of questionnaires distributed to government employees in the Riau Islands. The amount of data from the questionnaire results is spread with a 100% return rate from the research sampel on government employees at the Regional Apparatus Organization (*Organisasi Perangkat Daerah*-OPD) in Riau Islands. The characteristics of respondents based on gender: 82 people (36.4%) were male, and 143 people (63.6%) were female. Based on the category of educational background, the respondents were graduates of accounting economics as many as 17 people (7.6%), management economics as many as 25 people (11.1%), engineering as many as six people (2.7%), law as many as 11 people (4.9%), others as many as 77 people (34.2%) and 89 people (39.6%) who were not undergraduate. Treasurers with an educational background that has not been undergraduate are the most numerous, and the least is with a legal education background. From the category of the length of work, the respondents were less than one year for as many as 16 people (7.1%), 1–5 years for as many as 77 people (34.2%), 5–10 years for as many as 68 people (30.2%), above 10 years 64 people (28.4%) It can be concluded that the most treasurer in the length of work is 1–5 years, at least is less than one year. The results of perceptions of research variables in the form of performance (KIN), Integrity (ITG), Competence (KOM), Work Environment (LKK), Intrinsic Motivation (MTI), and Organizational Commitment (KOO), as follows.

Figure 5 shows the results of the mean research related to respondents' perceptions of performance (KIN), Integrity (ITG), Competence (KOM), Work Environment (LKK), Intrinsic Motivation (MTI), and Organizational Commitment (KOO). The highest average of respondents' perceptions was the integrity variable with a mean value of 4.24. The second highest response was Intrinsic Motivation with a value of 4.03. Furthermore, this statistical data is analyzed quantitatively using LISREL statistical analysis software with the Structural Equation Modeling (SEM) method, which aims to analyze, interpret quantitative data, and conduct hypothesis testing. The series of data processing processes includes testing measurement models, including validity and reliability, while structural model testing includes testing the significance of the influence of independent or exogenous variables on dependent or endogenous variables. The stages of verificative analysis in the SEM model in this study are as a) testing measurement models, b) testing structural models, and c) testing statistical hypotheses. The results of the research hypothesis development conducted with the confirmatory Factor Analysis (CFA) test and Goodness of Fit Statistics are as follows (Figure 6).

Based on the results of research testing the validity and reliability measurement model with standard loading factor (SLF) size measurements The standardized loading factor (SLF) value shows a range value of 0.67–0.96 for 24 indicators, all SLF values  $> 0.5$ , so that the indicators used have convergent validity its good and very good. Furthermore, the results of confirmatory factor analysis (CFA) testing variables

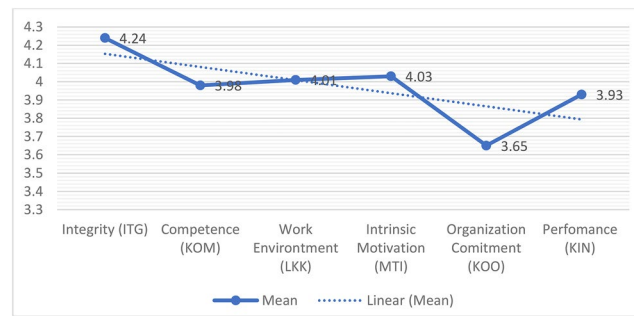


Figure 5. Respondents' perceptions.

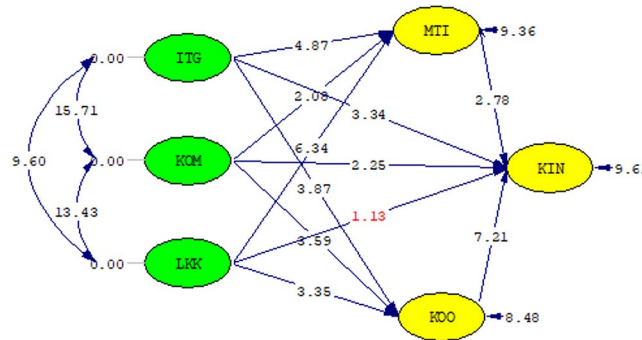


Figure 6. Hypotesis test result based on CFA and GoF model.

Table 2. Confirmatory factor analysis (CFA) test results.

Variable	Chi-square	p-Value	RMSEA
Performance	1.383	0.189	0.041
Integrity	0.400	0.848	0.000
Competence	0.848	0.515	0.000
Work Enviroment	1.458	0.156	0.045
Intrinsic Motivation	1.174	0.319	0.028
Organization Commitmen	1.116	0.349	0.023

Source. Data processed from 2022 research results.

integrity, competence, work environment, intrinsic motivation and organizational commitment and performance are modified *indices so that the* test results for CFA have passed in accordance with the requirements, namely the Chi-Square value divided by df value below 2 (Chi-Square < 2), *p*-value value is greater than 5% (*p*-value > 0.05), and the RMSEA value must be no greater than 5–7.5% (RMSE < 0.05 – 0.075), are show in Table 2:

From Table 2 the variables performance, integrity, competence, work environment, intrinisc motivation and organization commitment have a Chi-square value below 2, which is between 0.400 and 1.383. And the *p*-value is greater than 0.05 (5%) which is between 0.156 and 0.848. While the RMSEA value is between 0.05 and 0.075 (Menuh et al., 2022). From these results it can be concluded that CFA testing is met or passed. Furthermore, the results of the model fit test to evaluate whether the resulting model is a fit model or not (Mahadevi & Haryono, 2021). The results of the model goodness-of-fit test are described in Table 3.

Table 3 illustrates the models used as good and acceptable with criteria 0.80–0.90 (marginal fit), and >0.90–1.0 (good fit) (Umar et al., 2020). The highest fit criterion is the Comparative Fit Index (CFI) with a value of 0.99, meaning that the incremental fit index that compares the tested model with the null model is very good (Tahili, 2018). Non Normed Fit Index (NNFI) with a value of 0.99, meaning that there are no problems in the research model (Lenart-Gansiniec, 2020), and the Incremental Fit Index (IFI) with a value of 0.99 (Good-fit) thus The comparative suitability measure of the research model is met (Tahili, 2018). and the lowest Adjusted Goodness of Fit (AGFI) with a value of 0.82 (marginal fit) meaning the

**Table 3.** Goodness-of-fit (GoF) model test results.

Match criteria		Match criteria	
Normed Fit Index (NFI)	> 0.9	0.98	<i>Good-fit</i>
Comparative Fit Index (CFI)	> 0.9	0.99	<i>Good-fit</i>
Goodness of-Fit Indices (GFI)	> 0.9	0.85	<i>Marginal-fit</i>
Adjusted Goodness of Fit (AGFI)	> 0.9	0.82	<i>Marginal-fit</i>
Non Normed Fit Index(NNFI)	>0.9	0.99	<i>Good-fit</i>
Parsimony Normed Fit Index (PNFI)	>0.9	0.89	<i>Marginal-fit</i>
Incremental Fit Index (IFI)	>0.9	0.99	<i>Good-fit</i>
Relative Fit Index (RFI)	>0.9	0.98	<i>Good-fit</i>

Note. \*0.80–0.90 (marginal fit); >0.90–1.0 (good fit).

**Table 4.** Hypothesis testing results.

Hypothesis	Path	Path coefficients	T-value	Result	R-square
H1	ITG→ KIN	0.20	3.34	Significant	0.65
H2	COM → KIN	0.14	2.25	Significant	
H3	LKK → KIN	0.06	1.13	Insignificant	
H4	MTI → KIN	0.17	2.78	Significant	0.53
H5	KOO → KIN	0.41	7.21	Significant	
H6	ITG→ MTI	0.31	4.87	Significant	
H7	COM→ MTI	0.14	2.08	Significant	0.43
H8	LKK → MTI	0.40	6.34	Significant	
H9	ITG→ KOO	0.27	3.87	Significant	
H10	COM→ KOO	0.27	3.59	Significant	
H11	LKK→ KOO	0.23	3.35	Significant	
H12	ITG*MTI →KIN	0.09	3.30	Significant	
H13	COM*MTI →KIN	0.04	1.89	Insignificant	
H14	LKK*MTI →KIN	0.12	3.66	Significant	
H15	ITG*KOO→KIN	0.12	3.50	Significant	
H16	COM*KOO→KIN	0.12	3.31	Significant	
H17	LLK*KOO→KIN	0.10	3.08	Significant	

Note. T-Table = 1.96.

model was well received. The AGFI index is an index fit in adjust to the degrees of freedom available to test whether or not the model is accepted (Arif et al., 2019). A model is said to be feasible if at least one of the model's due diligence methods is met (Mahadevi & Haryono, 2021). The results of hypothesis testing can be seen in Table 4 below.

Table 4 Explain about five variables that show that of the five variables, organizational commitment has the highest positive and significant influence on the performance of government employees (*t*-value 7.21). Organizational commitment with an attitudinal or affective approach, which emphasizes the importance of congruence between employees' personal values and goals and organizational values and goals (Kim, 2020). A person who has a high commitment will have identification with the organization, be seriously involved in his work and there is loyalty and positive affection for the organization with an impact on increased performance. The empirical results of this study support the research (Octaviani et al., 2021). Affective commitment and normative commitment have a positive relationship with employee performance, this shows that organizational commitment has a significant and positive effect on performance (Larasati et al., 2022; Sihombing et al., 2018; Singh & Misra, 2021).

The second most significant variable for the performance of government employees is integrity (*t*-value 3.34), this result indicates that the integrity possessed by Riau provincial government government employees is able to minimize behavior that leads to fraud/fraud that causes corruption (Min, 2019). The importance of integrity in influencing performance has been raised (Shaw, 2021) that a person's behavior will be able to influence his attitude in carrying out life and activities Both within the scope of business or public organizations, so that if an employee has good integrity, it will affect his performance in carrying out work

Furthermore, what affects performance is intrinsic motivation (*t*-value 2.78), meaning that intrinsic motivation has a positive and significant effect on the performance of government employees of the Riau Islands Province. Intrinsic motivation is a drive that comes from inside and outside oneself without a coercion, so that these conditions require individuals to carry out work optimally (Vuong, 2022) to be

completed based on the allotted time using several stages so that goals and objectives can be achieved. Intrinsic motivation (internal motivation) as part of efforts to optimize work activities that arise from oneself to be able to further improve performance at work, so that the expected goals of an institution (company) can be better achieved (Supriyono & Susmonowati, 2022).

The fourth variable that affects positively and significantly is competence ( $t$ -value 2.25), thus the competence of government employees in carrying out work can contribute to the high and low performance of government employees of the Riau Islands Province. Competency is basically a series of behavior patterns that need to be done, so as to complete the work process in an organization in achieving success (Tamsah et al., 2020). The findings of this study are in line with previous studies conducted on different objects, such as (Menuh et al., 2022; Soelton & Atnani, 2018; Umar et al., 2020).

The variable that has no significant effect is the work environment. The work environment has a positive insignificant effect on the performance of government employees with a  $t$ -value of 1.13, meaning that the work environment does not play a role in improving the performance of Riau Islands provincial government employees. These findings are not in line with the theory that the work environment affects performance (Ibrahim & Hussainey, 2019). Based on the results of the study, this insignificant influence is caused by work facilities such as the internet which are still not optimal due to demographic support (De Sá Soares & Amaral, 2015; Wang et al., 2021).

The three variables of integrity, competence and work environment on intrinsic motivation have a positive and significant effect. Work environment has the highest significance ( $t$ -value 6.34), followed by integrity ( $t$ -value 4.87) and competence ( $t$ -value 2.08). Furthermore, on organizational commitment, these three variables also have a positive and significant effect. Integrity has the most significant effect ( $t$ -value 3.87), then second is competence (3.59) and finally work environment (3.35). Intrinsic motivation can mediate the influence of work environment ( $t$ -value 3.66) and integrity on performance ( $t$ -value 3.30) but is unable to mediate the effect of competence with performance ( $t$ -value 1.89). Organizational commitment can mediate the influence of integrity ( $t$ -value 3.50), competence (3.31) and work environment ( $t$ -value 3.08) on performance. In the test results the effect of integrity, competence, work environment in encouraging intrinsic motivation and organizational commitment to the performance of government employees is 65%, ( $R$ -square Value).

Based on the results of research, integrity has a significant effect on the intrinsic motivation of government employees in the Riau Islands Provincial government. The integrity of government employees can be demonstrated by the honest, courageous, wise and responsible attitude possessed by government employees of the Riau Islands Province government (Pribadi et al., 2020). Honesty is the consistency between the words, attitudes and actions of a government employee in managing state finances, in this case the use of state funds/budget solely for state interests and not used for personal interests (Hamid & Nasih, 2021).

The results of the study stated that there is an influence of competence on the intrinsic motivation of government employees of the Riau Islands Province government ( $T$ -value 2.08), indicators of government employee competence are intellectual, emotional and social competence (Muhara et al., 2020). The work environment of government employees of Riau Islands Province has a significant and highest effect ( $t$ -value 6.34) on intrinsic motivation (Leoanak & Amalo, 2018). Furthermore, the variable that has a significant effect on the lowest  $t$ -value is competence ( $t$ -value 2.08), the empirical results of this study show that competence has a positive and significant influence on work motivation (Arif et al., 2019). This means that the higher the suitability of a person's competence in their field of duty, the higher the level of employee motivation in carrying out their duties.

Furthermore, integrity has the highest significant effect on organizational commitment ( $t$ -value 3.87), the results of this study are in accordance with theory (Schneider et al., 2018). The results of this study reinforce the hypothesis of previous research which states that integrity has a positive and significant influence on organizational commitment, the work environment has the lowest significant influence ( $t$ -value 3.35) on organizational commitment empirically supports the results of work environment research has a significant positive effect on organizational commitment (Mauli et al., 2022).

Intrinsic motivation is able to mediate most significantly between the work environment and the performance of government employees ( $t$ -value 3.66), performance is a function of the interaction between ability, motivation and performance (Nurmala & Jasin, 2021). The results of this study work environment

**Table 5.** Total effect.

Exogenous variable	Intervening variable	Endogenous variable	Path coefficients		
			Direct	Indirect	Total
ITG	MTI	KIN	0.20	0.09	0.29
COM	MTI	KIN	0.14	0.04	0.18
LKK	MTI	KIN	0.066	0.12	0.19
ITG	KOO	KIN	0.20	0.12	0.32
COM	KOO	KIN	0.14	0.12	0.26
LKK	KOO	KIN	0.066	0.10	0.17
MTI	–	KIN	0.17	–	0.17
KOO	–	KIN	0.41	–	0.41
ITG	–	MTI	0.31	–	0.31
COM	–	MTI	0.14	–	0.14
LKK	–	MTI	0.40	–	0.40
ITG	–	KOO	0.27	–	0.27
COM	–	KOO	0.27	–	0.27
LKK	–	KOO	0.23	–	0.23

Note. *T*-table = 1.96.

on motivation-mediated performance have a significant effect, on the other hand intrinsic motivation is not able to mediate the relationship of competence to performance (*t*-value 1.89) the inability of motivation that exists in government employees in encouraging performance is caused by competence is an advantage or skill inherent in a person so that even though the drive from within (intrinsic motivation) is small but will still produce performance which is good but less than optimal (Andi Prayogi & Yani, 2021). But it is not in line with research showing that motivation mediates the greatest competence in employee performance (Riyanto & Prasetyo, 2021).

The variable organizational commitment mediates the highest influence between integrity and government employee performance (*t*-value 3.50), organizational commitment strongly mediates the effect of integrity on organizational performance. Through affective organizational commitment helps us understand how integrity can be upheld and safeguarded (Saputri et al., 2020). Furthermore, organizational commitment is able to mediate the influence between competency variables on government employee performance, research shows that organizational commitment mediates full competence on employee performance (Edward & Purba, 2020). Mediating organizational commitment in relating the work environment to the performance of government employees is the lowest (*t*-value 3.08), the work environment as a whole around employees in the form of social, psychological, physical life and infrastructure conditions that can support employees in carrying out their duties and work (Riyanto & Prasetyo, 2021). Empirically it shows that the work environment on the performance of Airlangga University Surabaya Library staff through organizational commitment does not have a significant effect (Rubiharto et al., 2020).

The results of testing the influence of integrity (ITG), competence (COM), work environment (LKK) in encouraging intrinsic motivation (MTI) and work commitment on the performance of government employees (KIN) were 65%, (*R*-square Value 0.65), 35% influenced by other variables that were not studied in this study (Bhat & Rainayee, 2019). The effect of integrity (ITG), competence (COM), work environment (LKK) on performance (KIN) was 53% (*R*-square value 0.53), 47% was influenced by other variables that were not studied in this study. For the influence of integrity (ITG), competence (COM) and work environment (LKK) on organizational commitment (KOO) by 43% (*R*-square value 0.43), the remaining 57% was influenced by other variables that were not studied in this study (Haleem et al., 2018).

Based on Table 5, it can be explained that the largest total value of effect is the variable of integrity (ITG) to performance (KIN) through organizational commitment (KOO), which is 0.32 (32%). Meanwhile, the lowest total effect value is the work environment (LKK) variable on performance (KIN) through organizational commitment (KOO), which is 0.17 (17%).

## Discussion

This study aims to analyze the assessment of government employees to support the performance of public organizations, considering lessons learned from Riau Islands Province. Through a deeper understanding of the factors that affect employee performance, it is expected to develop appraisal

strategies that are effective and have a positive impact on the performance of public organizations. The results of this study show a significant relationship between employee appraisal factors and the performance of public organizations. Based on data analysis, factors found to affect the performance of government employees in Riau Islands Province include competence, integrity, and work environment.

First, employee competence plays an important role in improving the performance of public organizations. Employees who have adequate knowledge, skills, and expertise can carry out their duties and responsibilities effectively. This research shows that employee competence has a significant positive relationship with the performance of public organizations in Riau Islands Province. This shows the importance of improving employee competence through appropriate training, development, and education. Second, employee integrity also affects the performance of public organizations. Integrity is an important aspect in carrying out duties and responsibilities honestly, fairly, and ethically. The study found that employees who have a high level of integrity tend to perform better. This demonstrates the importance of building an integrity-oriented organizational culture and ensuring that employees adhere to high ethical and moral standards. In addition, the work environment was also found to affect the performance of government employees. A conducive work environment, including factors such as superior support, team collaboration, and effective communication, can affect employee motivation and productivity. This research shows that a positive and supportive work environment has a positive relationship with the performance of public organizations in Riau Islands Province. The results of the research analysis found that the low performance of government employees in Riau Islands Province so that included in the five highest corruption cases in Indonesia and two highest in Sumatra Island Not because of the low level of integrity, competence, intrinsic motivation, and organizational commitment of government employees but caused by the work environment. These findings are not in line with the theory that the work environment affects performance (Ibrahim & Hussainey, 2019), Where the results of this study work environment variables have a positive effect insignificant with a t-value of 1.13. Means that the work environment has a positive and insignificant effect on the performance of government employees.

The discovery of problems about the work environment in relation to the performance of government employees within the Riau Islands Provincial government turns out that the work environment of government employees is less conducive. This can be seen from the comfort level of employees at work is quite low. This problem is inseparable from three factors, first, the factor of the relationship between government employees and superiors is still a gap between superiors and subordinates (Andi Prayogi & Yani, 2021). Second, the factor of the relationship between government employees and colleagues, the lack of good relations between colleagues. Third, the facility factor where the condition of the workspace is very limited (not wide enough) as a result of which employees are not free to carry out various work activities, then the support of the internet network is not optimal so that it hampers the effectiveness and efficiency of work (Mahdavi et al., 2020; Shaw et al., 2020). Based on these findings, efforts to make the work environment conducive are to improve the relationship between colleagues and the relationship between subordinates and superiors by fostering an attitude of mutual assistance in tasks, being open and communicating if there is a conflict, it is necessary to carry out two-way communication both between colleagues and with leaders and improve work facilities by prioritizing the addition of internet networks to be maximally accessible to all employee work areas government within the Riau Islands Provincial government.

The study also explores the role of intrinsic motivation and organizational commitment as intervening variables in the relationship between employee appraisal factors and public organizational performance. The results of the analysis show that intrinsic motivation and organizational commitment play a role as a link between employee appraisal factors and public organization performance. This shows the importance of paying attention to intrinsic motivation and organizational commitment to improve employee performance and the performance of public organizations. Experience from Riau Islands Province provides valuable understanding in the development of relevant and effective employee appraisal strategies in the context of public organizations. The results of this study can provide practical guidance for local governments and other public organizations in improving employee performance, optimizing the use of human resources, and improving overall public services.



However, the study also has some limitations. First, the study was conducted in Riau Islands Province and generalizing the results to other regions needs to be done carefully. In addition, other factors not examined in the study, such as organizational culture and external factors, can also affect the performance of government employees. For future research, it is recommended to involve a wider sample and cover a wider area. In addition, further research can explore additional factors affecting the performance of government employees, as well as consider the implications of these research findings in the development of human resource management policies and practices in the public sector.

## Conclusion

This study aims to analyze the assessment of government employees as an effort to support the performance of public organizations, by considering the lessons learned from Riau Islands Province. Through a deeper understanding of the factors that influence employee performance, this research provides valuable insights into the development of appraisal strategies that are effective and positively impact the performance of public organizations.

The study found the low performance of government employee in the Riau Islands Province, such that they were included in the five highest corruption cases in Indonesia. The two most elevated on the island of Sumatra were not due to a lack of integrity, competence, intrinsic motivation, or organizational commitment on the part of the government employee but rather because of the work environment. According to the findings of this study, the work environment variable has a positive and small effect with a *t*-value of 1.13, which contradicts the assumption that the work environment influences performance. This indicates that the work environment has a favorable and insignificant impact on the government employee's performance.

Based on the findings of this study, it can be concluded that competence, integrity, and work environment have a significant influence on the performance of government employees in Riau Islands Province. Employees who have adequate competence, high integrity, and work in a positive work environment tend to show better performance. In addition, the study also found that intrinsic motivation and organizational commitment act as intervening variables mediating the relationship between employee appraisal factors and public organizational performance. Intrinsic motivation and organizational commitment are important factors in improving employee performance and optimizing the impact of appraisal factors.

Experience from Riau Islands Province provides valuable insights in developing relevant and effective employee appraisal strategies in the context of public organizations. The results of this study have important implications for local governments and other public organizations in improving employee performance, maximizing the use of human resources, and improving overall public services. However, it should be noted that this study has limitations, especially in terms of generalizing research findings to other regions and does not include all factors that affect the performance of government employees. Therefore, future research may involve a broader sample and consider additional factors to gain a more comprehensive understanding of government employee performance.

Overall, this study makes an important contribution to the understanding of the valuation of government employees as an effort to support the performance of public organizations. It is hoped that the results of this research can be used as a basis for the development of better human resource management policies and practices in the public sector, with the aim of improving the performance of public organizations and providing quality services to the community.

## Research recommendations

Research Recommendation for the future Research: First, the authors can add more in-depth statistical analysis, such as path analysis or factor analysis, which can help provide a better understanding of the relationship between variables. In addition, practical recommendations on how to improve the factors that affect the performance of government employees. This can take this Research to a higher level and benefit readers. Lastly, adding case studies on how these factors affect government employee performance in specific areas can help better understand how these factors can be

applied in different contexts. By doing these things, this Research can be of more significant benefit to the reader.

## Disclosure statement

No potential conflict of interest was reported by the author(s).

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