



The Influence of Anxiety and Work Competence on the Work Spirit of Goods and Services Procurement Implementers with Work Motivation as a Mediating Variable for Pariaman City Government Employees

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ABSTRACT

This study aims to examine the extent to which anxiety and work competence influence the work spirit of employees who carry out the procurement process of goods and services and to examine the role of work motivation as a mediator between the relationship between anxiety and work competence and work spirit. Data were obtained through questionnaires distributed to 117 respondents in 28 regional government organizations of Pariaman City. The study's findings show anxiety has a positive effect on work spirit through work motivation, and work competence does not have a positive impact on work spirit through work motivation.

INTRODUCTION

Procurement of goods and services is an activity carried out to obtain goods and services transparently, effectively, and efficiently according to the needs and desires of its users, as well as to improve public services and increase economic development (Schooner et al., 2008), (Prakoso & Setyaningati, 2018) and, (Solomon, 2024). The local government is one of the public sector organizations and public services. Public service is a public trust, so public administrators must provide services to help the community (Fourie, 2017). The implementer of goods and services procurement is a civil servant appointed in the procurement process of goods and services. To produce quality goods and services, it is necessary to have the role of employees who have enthusiasm and dedication. High work enthusiasm encourages individuals to contribute maximally to achieving organizational goals within a specific period (Locke & Latham, 2002) and (Ünal & Turgut, 2016).

In implementing goods and services procurement, procurement implementers face a high workload and significant risks and responsibilities. This condition has the potential to cause psychological stress in the form of fear and anxiety, which can affect employee readiness to start and carry out a job (Li et al., 2025). The emergence of anxiety is not only caused by the workload and work risks but also by negative news in the mass media, which results in a decrease in employee morale (Garfin et al., 2020) and (Saint & Moscovitch, 2021). Suppose individuals cannot adequately manage fear or anxiety. In that case, it will have an impact on decreasing individual and organizational morale, so it can also have an impact on achieving organizational goals (Luo et al., 2020) and (Kelloway et al., 2025). Anxiety has a detrimental effect on performance (Eysenck et al., 2007), (Cheng & McCarthy, 2018) and (Zhao et al., 2010).

Optimizing the procurement process of goods and services requires involving human resources with competencies in their field. Competent employees can easily carry out work optimally. Their abilities can create work enthusiasm, as previous research shows that competence can increase dedication and work enthusiasm (Hattab et al., 2023.) and (Nasrul & Masdupi, 2020).

Problems in work morale have a significant impact on the declining performance of the implementation of procurement of goods and services. This condition is likely caused by the low understanding and knowledge of procurement of goods and services implementers and the lack of adequate competence in procuring goods and services. Employees who do not have work competence have an impact on the emergence of feelings of fear and anxiety (Kim & Jung, 2022).

In the Pariaman City Government, there has been a significant decline in the realization of procurement of goods and services spending over the past three years, which only reached 77%. This percentage is far below the ideal realization standard set of 90–95% (World Bank, 2020). This phenomenon indicates a problem in the work spirit of the implementers of procurement of goods and services. The decline in work spirit is thought to be influenced by several factors, including high levels of anxiety, low competence of PBJ implementers, and lack of work motivation.

LITERATURE REVIEW

Goal Setting Theory

In this study, the leading theory (grand theory) is Goal Setting Theory, which was put forward by (Locke & Latham, 2002). Goal setting theory explains the relationship between competence and work anxiety on work spirit. According to this theory, when someone sets a specific and challenging goal to achieve, they increase their competence. As a result, anxiety related to job performance will decrease, and work spirit and overall motivation will increase (Bandura & Locke, 2003).

Work Spirit

The success of a government organization can be seen from the performance of an apparatus, which can be measured from the results of the achievements obtained. This achievement is obtained by the existence of work enthusiasm in an apparatus (Dawes & Larson, 2011). Work enthusiasm is a high level of energy and mental resilience when working and a willingness to dedicate oneself with persistence in the face of difficulties (Bakker et al., 2024).

Anxiety

Anxiety as an emotional reaction includes tension, uncertainty, and worry about situations that are considered threatening (Aaron T. Beck, 1985), (Endler, 1990) and (Yip et al., 2020). Meanwhile (Spielberger, 2013) defines anxiety as an emotional state characterized by feelings of tension, worry, and restlessness accompanied by increased activity of the autonomic nervous system. Anxiety that is not managed effectively can hurt, decreasing employee morale and motivation (Yahya Alhakami & Ghazi Baker, 2018), (Zhang et al., 2022), (Gan et al., 2023) and (Altintas et al., 2022.) . Based on previous research and relevant theories, the hypothesis can be formulated as follows: H1: Anxiety hurts work morale, H2: Anxiety hurts work motivation, and H3. Anxiety hurts work morale through work motivation.

Work Competence

Work competence is defined as the capacity of knowledge, skills, and attitudes possessed by a person that is relevant to the standards of the work to be carried out so that they can carry out work that has been planned or arranged for now and for the future (Bert Van Rooij., 2012), (Miller & Krajcik, 2019) and (Shet et al., 2019). Competence can increase employee morale and work motivation; competent employees will be more motivated to do their jobs and foster work enthusiasm. Research shows that competence positively affects work enthusiasm and motivation (Shet et al., 2019) and (Pudjowati et al., 2020.) With this, the hypothesis can be formulated as follows: H4: Competence has a positive effect on work enthusiasm, H5: Competence has a positive effect on work motivation, and H6: Competence has a positive effect on work enthusiasm through work motivation. Work Motivation.

Work motivation is a psychological state that shows a person's readiness to continuously direct and optimize their efforts in carrying out work responsibilities to achieve predetermined goals (Stephen P. Robbin, 2008)

(Hasibuan, 2016). Meanwhile, Abraham Maslow, 1943 considered the hierarchy of needs theory as a definition of motivation, that people are motivated to fulfill five levels of needs: physiological, social relationships, security, appreciation, and self-actualization. When employees are motivated, work enthusiasm increases (Liando & Gorda, 2024). Based on relevant research, the hypothesis can be formulated as follows: H7: Motivation positively affects work enthusiasm.

METHODOLOGY

This study aims to analyze the direct influence of Anxiety and Work Competence on Work Morale and the indirect influence of Anxiety and Work Competence on Work Morale through the mediation of Work Motivation. A literature review was conducted to obtain theoretical data and empirical findings from relevant scientific articles. This study produced a conceptual model that can be described as follows:

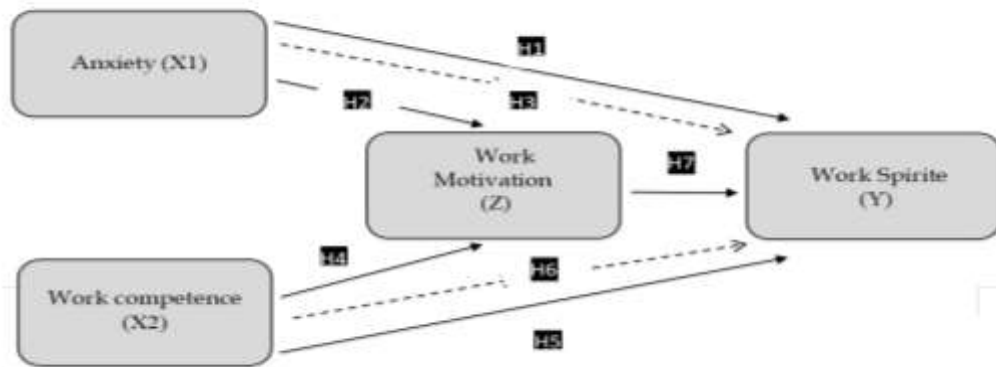


Figure 1. Conceptual Framework

The population in this study were officials who carried out the procurement process of goods and services working in 28 Regional Devices in Pariaman City, West Sumatra Province, Indonesia. Based on the assessment results, where anxiety hurts work enthusiasm, The sampling technique used was Purposive Sampling, which is a sampling technique in which researchers select respondents based on specific considerations; as many as 117 State Civil Apparatus responded to the questionnaire. The questionnaire was distributed online using Google Forms. There were 69 male respondents, or 59%, and 48 female respondents, or 41%; from the level of positions, the most respondents were the officers/functional officials, namely 70 respondents, or 60.5%, then administrator officials, as many as 35 respondents or 30.5% and 12 respondents or 9% of high-ranking officials, while from the level of education, bachelor's graduates were the most respondents, namely 93% and the rest were high school graduates. The demographics of respondents can be explained in the following table 1:

Table 1 Demografi Responden

Description	Frequency	Percentage
Gender		
Male	69	59 %
Female	48	41 %
Total	117	100 %
Position		
Supervisory/Functional Officer	70	60,5 %
Administrator Officer	35	30,5 %
High-ranking Officer	12	9 %
Total	117	100 %
Education Level		
High School	4	3 %
S1	78	67 %
S2	35	30 %
Total	117	100 %

Source : Data proses Respondent Questionnaire N=117

The research uses survey techniques to collect data through questionnaires. Questions are prepared to get respondents' answers, and the data collection results are analyzed using SEM-PLS Version 4. Descriptive analysis is performed to get a clear picture of the state of the data being studied, and Inductive analysis is performed to assess the model's validity, reliability, and suitability.

Work Spirit is measured using the concept developed by (Bakker et al., 2024), which consists of four indicators: Dedication, Enthusiasm, Involvement, and the ability to cope with pressure. The questionnaire questions are arranged using a five-point Likert scale from 1 to 5: "strongly agree, agree, disagree, disagree, and strongly disagree."

Anxiety is measured based on the concept developed (Spielberger, 2013), which consists of five indicators: feelings of tension, feelings of fear, feelings of worry, inability to focus, and physical reactions. The questionnaire questions are arranged using a five-point Likert scale from 1 to 5: "strongly agree, agree, disagree, disagree, and strongly disagree."

Work Competence is measured using the concept (Sedarmayanti, 2017) using four indicators: knowledge, skills, abilities, and work attitudes. The questionnaire questions are arranged using a five-point Likert scale from 1 to 5: "strongly agree, agree, less agree, disagree, and strongly disagree."

Work Motivation is measured using the Maslow concept (Maslow, 1943) using five indicators: basic needs, security needs, social needs, esteem needs, and self-actualization needs. The questionnaire questions are arranged using a five-point Likert scale from 1 to 5: "strongly agree, agree, disagree, disagree, and strongly disagree."

RESEARCH RESULT*Respondent Characteristics*

Table 2 Descriptive Statistical Results

Variabel	Mean	Std. dev
ANX	3.328 s.d 3.680	0.893 s.d 1.056
WC	4.055 s.d 4.459	0.541 s.d 0.788
WM	3.899 s.d 4.468	0.581 s.d 0.908
WS	3.514 s.d 4.688	0.554 s.d 1.170

ANX = Anxiety, WC = Work Competence, WM= Work Motivation, Work Spirit N=117

Based on the results of descriptive analysis of respondents' answers to the four variables, the average value for each variable is in the medium to high range. The anxiety variable (ANX) averages between 3,328 and 3,680, with a standard deviation of 0.893 to 1,056. Is in the medium category, with relatively high variation, (WC) shows an average between 4,055 and 4,459 and has a low to medium variation with a standard deviation of 0.541 to 0.788); WM) is also in the high average range, namely between 3,899 and 4,468, with a standard deviation of 0.581 to 0.908. Meanwhile, (WS) has the widest average range, between 3,514 and 4,688, with a standard deviation of the most varied, 0.554 and 1,170.

Convergent Validity Test

Convergent validity testing was done using two approaches to ensure that each indicator consistently represents the same construct. The first approach evaluated the loading factor value, and the second was done by measuring the average variance extracted (AVE). By the criteria put forward by Hair et al. (2019), an indicator is said to meet convergent validity if it has a loading factor above 0.70 or an AVE value ≥ 0.50 . In the initial testing stage, two questions were found in the questionnaire with a loading factor value below the threshold of 0.70, so referring to the guidelines of (Hair et al., 2019), these items were removed from the model before the analysis was continued. After revising the measurement model, further analysis showed that all indicators had a loading factor value above 0.70. In addition, the AVE value for each construct was above 0.50, as shown in Table 2, so all variables were declared to meet the convergent validity criteria.

Table 3 Construct Validity and Reliability

Variable	Average variance extracted (AVE)	Information
ANX	0,643	Valid
WC	0,648	Valid
WM	0,659	Valid
WS	0.663	Valid

ANX = Anxiety, WC = Work Competence, WM= Work Motivation, Work Spirit N=117

Discriminant validity testing is carried out to ensure that each construct in the model is unique and does not overlap with other constructs. Three methods are commonly used in this test: Fornell-Larcker Criteria, Heterotrait-Monotrait Ratio (HTMT), and cross-loading analysis. Based on applying the Fornell-Larcker criteria, all constructs in the model meet the discriminant validity criteria. This is shown in Table 3, where each construct's AVE square root value is higher than the correlation value between constructs, as Hair et al. (2019) suggested.

Table 4 Discriminant validity fornell-Larcker

	ANX	WC	WM	WS
ANX	0.756			
WC	-0.178	0.771		
WM	-0.256	0.751	0.762	
WS	-0.286	0.786	0.807	0.706

ANX = Anxiety, WC = Work Competence, WM= Work Motivation,
 Work Spirit N=117

Heterotrait-Monotrait Ratio (HTMT) is used to test discriminant validity, with a threshold limit set at less than 0.90 to ensure no overlap between constructs (Hair et al., 2019). In this study, all HTMT ratio values between variables were below 0.90, indicating that each construct has a clear difference. Furthermore, the third test was carried out through cross-loading analysis, where the loading value of each indicator on the measured construct was compared with its loading value on other constructs.

Table 5 Discriminant validity HTMT

	ANX	WC	WM	WS
ANX				
WC	0.170			
WM	0.225	0.762		
WS	0.271	0.854	0.826	

ANX = Anxiety, WC = Work Competence, WM= Work Motivation,
 Work Spirit N=117

Discriminant validity testing was also carried out using the Heterotrait-Monotrait Ratio (HTMT) method, where the threshold value used was less than 0.90 to ensure no overlap between constructs (Hair et al., 2019). Based on the analysis results, all HTMT ratio values between variables were below this limit. The highest HTMT ratio was recorded in the relationship between the WM and WC constructs, which was 0.762, which, although still within reasonable limits, needs further attention. In addition, discriminant validity testing was also carried out through cross-loading analysis, where each indicator loading value on the construct in question was compared with the loading value on other constructs to ensure that the indicator was stronger in measuring its construct compared to other constructs.

Reliability Test

Reliability tests ensure each construct's internal consistency and measurement stability. The test was carried out with three criteria: the first was that the Composite Reliability (CR) for all variables was above 0.70. Both Cronbach's Alpha have a value of ≥ 0.70 , and the Average variance Extracted (AVE) has a value of ≥ 0.50 . Based on the reliability test results with SEM PLS version 4, data can be presented in Table 6. All constructs in this study showed an excellent level of reliability. This is indicated by Cronbach's Alpha value for each variable, namely ANX = 0.958, WC = 0.941, WM = 0.957, and WS = 0.949, all exceeding the minimum threshold of 0.70. These values indicate high internal consistency in each construct. In addition, the Composite Reliability value for all variables is also above 0.70, which strengthens the evidence of construct reliability. Furthermore, each construct's Average Variance Extracted (AVE) value also exceeded the threshold of 0.50, indicating that these variables have adequate convergent validity. By fulfilling these validity and reliability criteria, the research model is declared feasible for further analysis using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach, as (Hair et al., 2019) suggested.

Table 6 Construct reliability and validity

	Cronbach's alpha	CR (rho_a)	(AVE)
ANX	0.958	0.963	0.643
WC	0.941	0.947	0.648
WM	0.957	0.962	0.663
WS	0.949	0.956	0.659

ANX = Anxiety, WC= Work Competence, WM= Work Motivation,
Work Spirit N=117

Hypothesis Inner Model

The Variance Inflation Factor (VIF) is an important indicator in evaluating the potential for multicollinearity among predictor variables in a regression model. VIF is used to measure the extent to which the variance of the regression coefficient increases due to the high correlation between independent variables. A model is considered free from multicollinearity problems if the VIF value for each variable is below the critical threshold of 5.0. Based on the results presented in Table 7, all variables show VIF values below 0.50, indicating no symptoms of multicollinearity in the model so that the parameter estimates can be declared valid and stable.

Table 7 Collinearity statistic -inner model

	ANX (X)	WC (X)	WM (M)	WS (Y)
ANX			1.032	2.303
WC			1.032	1.087
WM				2.419
WS				

ANX = Anxiety, WC = Work Competence, WM= Work Motivation,
Work Spirit N=117

Direct Effect Test

The direct effect hypothesis test in SEM-PLS tests the significance and strength of the direct effect between variables in the research model. ANX negatively and significantly affects WM with an original sample value of -0.151. The T-statistic value is 2.574 (greater than 1.96), and the P-value is 0.010 (less than 0.05); the direct effect of ANX on WS has an original sample value of -0.079, a T-statistic of 1.092, and a P-value of 0.275. Because the T value is <1.96 and P> 0.05, the direct effect of WC on WS has an original sample value of 0.260, a T-statistic of 2.885, and a P-value of 0.004. Because the T value is > 1.96 and P <0.05, the effect of WM (Z) on WS (Y). has an original sample value of 0.590, a T-statistic of 7.199, and a P-value of 0.000. Work motivation shows a strong positive influence on work enthusiasm, so all direct relationship hypotheses in this study are accepted; these results are in line with research conducted by (Yahya Alhakami & Ghazi Baker, 2018), (Zhang et al., 2022), (Altintas et al., 2022.) and (Gan et al., 2023). Results can be described in the following table 8:

Table 8 Direc Effect Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
ANX(X) -> WM (Z)	-0.151	-0.165	0.059	2.574	0.010
ANX(X) -> WS(Y)	-0.079	-0.093	0.072	1.092	0.275
WC (X2) -> WM (Z)	0.725	0.717	0.066	11.056	0.000
WC (X2) -> WS (Y)	0.260	0.252	0.090	2.885	0.004
WM (Z) -> WS (Y)	0.590	0.585	0.082	7.199	0.000

ANX = Anxiety, WC = Work Competence, WM= Work Motivation, Work Spirit N=117

Indirect Effect Test

In the analysis (PLS-SEM), the mediation effect test (indirect effect) is carried out to determine whether the independent variable can influence the dependent variable through the intermediary variable, based on table 9 below the Original Sample (O) value or indirect path coefficient, p-value, and the lower and upper limits of the 95% confidence interval. The analysis results found two indirect influence paths; this is indicated by the original sample value of -0.089, T-statistic value = 2.552) and P value = 0; it can be concluded that there is a statistically significant relationship, with a negative relationship direction. This means that ANX negatively and significantly affects WS through WM. Meanwhile, the WC variable) also shows a significant indirect effect on the WS variable through WM, with the original sample value = 0.427, T-statistic value = 5.786, and P value = 0.000, that the influence is very statistically significant and has a positive relationship direction. This finding shows that work motivation is

a significant mediator in bridging the influence of anxiety and work competence on work spirit. From these findings, it can be concluded that H6 and H7 in this study are accepted. This study's results align with research conducted by (Yahya Alhakami & Ghazi Baker, 2018), (Loudoe et al., 2020.) , and (Azimatul Khabibah et al., 2023).

Table 9 Indirec Effect Hypothesis Test Results

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
ANX (X1) -> WM (Z) -> WS (Y)	-0.089	-0.095	0.035	2.552	0.011
WC (X) -> WM (Z) -> WS (Y)	0.427	0.420	0.074	5.786	0.000

ANX = Anxiety, WC = Work Competence, WM= Work Motivation, Work Spirit N=117

Goodness of Fit Good

The goodness of Fit Evaluation is essential in Structural Equation Modeling Partial Least Squares (SEM-PLS) analysis to assess how well the structural model fits the observed data. The Normed Fit Index (NFI) is the measure of goodness of fit. Based on the analysis results, the NFI value obtained was 0.633. The model is said to be quite good because it is close to the threshold value of 0.70, so it can be declared feasible.

Table 10 Goodness of Fit

Indikator	Saturated Model	Criterion	Conclusion
NFI	0,633	≥ 0,90 (baik), ≥ 0,70 (cukup)	Cukup Fit

Source: SEM-PLS Analysis Data

The R-square value can be classified into three categories, namely: a value of 0.75 is considered high, 0.50 is considered moderate, and 0.25 is considered weak. Referring to this classification, the analysis results show that the work motivation variable has an R-square value of 0.587, and the work spirit variable has an R-square value of 0.686, which is included in the moderate category and is approaching high. As explained in Table 11:

Table 11 R-Square

Variabel	R-square	R-square adjusted
WM	0,587	0,579
WS	0,686	0,677

ANX = Anxiety, WC = Work Competence, WM= Work Motivation, Work Spirit N=117

DISCUSSION

ANX has a negative and significant effect on WS, and H1 is accepted. This study is in line with (Azimatul Khabibah et al., 2023), Suhery & Agus, 2020.).

ANX has a negative and significant effect on WM called H2 is accepted. This study is in line with (Putra Adi & Artikel, 2023) and (Imania et al., 2022); (Manihuruk & Tirtayasa, 2020), ANX has a negative effect on WS through WM called H3 and accepted, these results are in line with (Loudoe et al., 2023.), WC has a positive effect on WS called H4 is accepted this study is in line with research conducted by (Wayan Bagia et al., 2021), (Sutarman et al., 2024) and (Jie, 2020), WM has a positive effect on WS called H5 is accepted these results are in line with research conducted by (Komala Sari, 2020). WC on WM has a positive and significant influence where H6 is accepted, this study is in line with research (Mulya Sari et al., 2023) and (Pudjowati et al., 2023). On the other hand, WC has a positive and significant effect on WS through WM, H7 is accepted, this is in line with research conducted by (Pakpahan & Aulia, 2023) and, (Nasrul & Masdupi, 2020).

CONCLUSIONS AND RECOMMENDATIONS

Based on the study results, it can be concluded that ANX and WC affect WS, with WM mediating variable for the Procurement of Goods and Services employees in the Pariaman City Government. The analysis results show that ANX hurts WS and WM, while WC significantly impacts both variables. In addition, WM is proven to have a considerable positive impact on WS. Furthermore, ANX and WC also affect WS indirectly through WM, where ANX has a negative impact, while WC has a positive effect. However, with effective anxiety management and structured goal setting, work motivation can be increased, ultimately positively impacting employee morale. Creating a supportive work environment is an effort by the government to provide a sense of security for PBJ Implementers when implementing PBJ, such as legal protection, providing opportunities for PBJ implementers to develop themselves, and guaranteeing the welfare of PBJ Implementers in the Pariaman City Government.

ADVANCED RESEARCH

Further research can also consider including other variables, such as leadership styles that can reduce anxiety levels, which can play a role in encouraging high work enthusiasm in employees. With these suggestions, future research is expected to provide a broader and richer picture of the factors that influence the work enthusiasm of public sector procurement implementers.

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