e-Jurnal Apresiasi Ekonomi Volume 14, Nomor 2, Mei 2026 : 244-254 ISSN Cetak : 2337-3997
ISSN Online : 2613-9774

EMPLOYEE PERFORMANCE IN MEDIATING THE INFLUENCE OF MOTIVATION AND COMPETENCE ON THE EFFECTIVENESS OF HALAL CERTIFICATION SERVICES

Diana Sarah Lubis[1], Adelina Lubis[2]*, Ikbar Pratama[3]

[123]**Master of Management Study Program, Postgraduate Universitas Medan Area**
Email: dianasarahlubis@gmail.com[1], adelina@staff.uma.ac.id[2], ikbar.p@gmail.com[3]

ABSTRACT

This study examines the influence of employee motivation and competence on the effectiveness of halal certification services, with employee performance as a mediating variable at the Medan City Office of the Ministry of Religious Affairs. A quantitative approach was employed using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method with the SmartPLS 4.1.1.4 application. Primary data were collected through questionnaires distributed to 72 employees selected using the Slovin sampling technique. The results indicate that motivation and competence have a positive and significant direct effect on employee performance, with path coefficients of 0.386 (t = 3.170) and 0.528 (t = 4.187), respectively. Employee performance also has a positive effect on the effectiveness of halal certification services (β = 0.391; t = 2.073). Furthermore, motivation and competence directly influence service effectiveness, with coefficients of 0.399 (t = 2.678) and 0.421 (t = 2.188). Indirectly, motivation and competence also improve service effectiveness through employee performance, with coefficients of 0.151 (t = 1.598) and 0.207 (t = 1.895). These findings highlight the importance of enhancing motivation, competence, and performance to improve the effectiveness of halal certification services.

***Keywords**: Motivation, Employee Competence, Effectiveness of Halal Certification Services, Employee Performance.*

INTRODUCTION

Indonesia is the country with the largest Muslim population in the world, reaching approximately 241 million people, or 87% of the total population (BPS, 2023). This situation creates a very high demand for product halal assurance, including for food, medicines, cosmetics, and consumer goods. To ensure this, the government enacted Law Number 33 of 2014 concerning Halal Product Assurance (JPH), which requires every product distributed in Indonesia to have halal certification. Its implementation is supervised by the Halal Product Assurance Organizing Agency (BPJPH) under the Indonesian Ministry of Religious Affairs, including at the district and city levels.

Table 1. Number of Halal Certificates and Halal Product Exports in the Top 5 Provinces in Indonesia in 2024

Province Name	Number of Halal Certificates	Number of Halal Product Exports
Jawa Tengah	80.304	11,180.7
Jawa Timur	78.419	23,763.4
DKI Jakarta	70.864	38,222.3
Sumatera Utara	33.542	5.601.1
Lampung	16.467	11,473.9

Source: Ministry of Trade Trade Data Processing 2024

According to 2024 data from the Ministry of Trade, Central Java Province had the highest number of halal certifications, at 80,304, while Jakarta Province had the highest export volume, at 38,222.3%. Halal certification covers the use of ingredients, production processes, and cleanliness to prevent contamination from haram substances. Halal certification applies not only to food, but also to pharmaceutical products, cosmetics, and slaughterhouses. Halal certificates are issued by the Halal Product Procurement Agency (BPJPH) based on a halal fatwa from the Indonesian Ulema Council (MUI) or the Halal Fatwa Committee. Product halal inspection and testing are conducted by the Halal Inspection Agency (LPH).

Table 2. Halal Certificate Issued Data 2022-2023 in Medan City

Year	Number of PPH Companions	Number of SH Issued	Target/ Year	Percentage (%)
2022	255	423	2000 SH	8,4 %
2023	505	1097	2000 SH	21,9 %
2024	325	854	2000 SH	17,1 %

Source: Halal Product Assurance Organizing Agency

The table above shows that the number of MSE assistants in Medan City significantly influences the issuance of Halal Certificates (SH). In 2022, there were 255 PPH assistants, with 423 SHs issued (8.4%), still far from the target of 2,000 SHs. In 2023, the number of assistants increased to 505, with 1,097 SHs issued (21.9%), approaching the target. However, in 2024, the number of assistants decreased to 325, with 854 SHs issued (17.1%), again far from the target. Therefore, effective assistance and adequate motivation regarding halal policies, certification stages, and applicable regulations are crucial for more accurate and informative services.

Halal certification serves as proof that a product has undergone an inspection process and been declared halal (Fahmi, 2023). However, many business owners still lack understanding of the halal certification process due to a lack of awareness, low consumer demand for certified products, and the perception that certification costs are prohibitive (Agung, 2023). To address this, the government, through the BPJPH (Indonesian Food and Drug Authority) launched the Self-Declare program, providing free halal certification for eligible Micro and Small Enterprises (MSEs) (Putri, 2024). The certification issuance process is targeted to be completed within 12 working days. This program aims to protect Muslim consumers while increasing the competitiveness of MSE products in domestic and global markets.

Halal Product Process Facilitators (PPH) play a crucial role in the success of this program. They are tasked with providing guidance, verification, and validation of business owners' halal certification claims (Indah & Chaerudin, 2023). According to data from the Ministry of Trade (2024), Central Java is the province with the highest number of halal certificates (80,304 certificates), while Jakarta is the province with the highest number of halal product exports (38,222.3 tons). This demonstrates growing awareness of the importance of halal standards as a guarantee of product quality and safety.

However, at the regional level, halal certification implementation has not been fully optimized. According to data from the Medan City Halal Certification Agency (BPJPH), the number of Halal Certificate Facilitators (PPH) in 2022 was 255, with 423 halal certificates (SH) issued, or only 8.4% of the 2000 SH target. In 2023, this number increased to 505 facilitators and 1,097 SHs issued (21.9%), but declined again in 2024 to 325 facilitators and 854 SHs (17.1%). This decline indicates challenges in service effectiveness, particularly in the motivation and competence of staff.

A pre-survey of 30 respondents indicated that the majority of the public had a poor understanding of halal certification issuing institutions, procedures, and the economic benefits of halal certification. This lack of motivation resulted in low public participation in the halal certification program. Meanwhile, the pre-survey of staff indicated that their competence remained relatively weak, particularly in explaining procedures and communicating with business owners. In fact, competencies, including technical skills, communication skills, and service ethics, are crucial factors in determining the quality of public services (Agung, 2023).

Furthermore, a pre-survey of employee performance indicated that productivity, accuracy of work results, and time efficiency still need improvement. Employee performance plays a crucial role in determining service effectiveness, as fast, accurate, and standardized service depends not only on administrative regulations but also on the quality of the human resources within the organization. Without good performance, employee motivation and competence will not significantly impact the satisfaction of service users.

The results of a pre-survey on the effectiveness of halal certification services at the Medan City Ministry of Religious Affairs Office also indicated a low level of effectiveness, particularly in terms of ease of access to services, both online and offline. This indicates persistent technical and administrative obstacles in the certification process. Furthermore, the low enthusiasm and consistency of PPH facilitators in assisting business actors indicates a weak commitment to implementing halal certification policies.

Several previous studies support these findings. Fitriani (2021) stated that the level of staff understanding of the halal concept influences the speed and accuracy of services at the BPJPH. Meanwhile, Rahmawati and Hasan (2022) found that staff competence significantly influences public satisfaction with halal certification services.

However, previous research generally only examined the direct relationship between variables and failed to examine the role of employee performance as an intervening variable that can bridge the influence of motivation and competence on service effectiveness.

Therefore, this study focuses on the importance of improving staff motivation and competence in halal certification services in Medan City, and how these two variables influence service effectiveness through employee performance. This study is expected to provide empirical contributions in strengthening public policy in the field of halal certification services, especially at the regional level, so as to increase public trust and the competitiveness of Indonesian halal products in the global market.

LITERATURE REVIEW

Grand Theory

This research is based on Institutional Theory by Meyer and Rowan (1977), which explains that public organizations establish structures, procedures, and work behaviors in response to regulatory, normative, and mimetic pressures to gain legitimacy. In the context of halal certification at the Medan City Ministry of Religious Affairs Office, this theory is relevant because its implementation is regulated by Law Number 33 of 2014 concerning Halal Product Assurance, which requires staff competency and motivation to meet standards. Donabedian's (1980) Structure Process Outcome Model is used to explain the relationship between human resources (structure), employee performance (process), and service effectiveness (outcome). Furthermore, the Halal Service Quality (HSQ) Model by Othman et al. (2016) emphasizes that the effectiveness of halal services is influenced by process reliability, legal certainty, and staff integrity, all of which serve as the basis for measuring the effectiveness of Sharia-based public services.

Effectiveness of Halal Certification Services

The effectiveness of halal certification services reflects the extent to which an institution is able to achieve service objectives optimally, timely, and in accordance with public expectations. Services are considered effective if they provide ease of access, speed, information accuracy, administrative transparency, and applicant satisfaction (Suhaibatul, 2024). Law Number 33 of 2014 requires halal certification services to be professional, credible, and accessible. Therefore, service effectiveness reflects not only bureaucratic success but also the state's responsibility to guarantee the public's right to halal products that are legally and sharia-compliant.

Motivation

Motivation is the internal and external drive or force that drives a person to act, strive, and achieve in order to achieve a specific goal. Motivation arises from individual needs, whether physiological, social, or psychological, which then influence the direction, intensity, and persistence of a person's work behavior. (Stephen P. Robbins (2017). In an organizational context, motivation is a crucial factor determining employee performance, as highly motivated employees tend to demonstrate greater work ethic, responsibility, and productivity. Therefore, providing motivation through rewards, self-development opportunities, and a supportive work environment is a key strategy in improving organizational effectiveness and performance.

Officer Competence

Competence describes the combination of knowledge, skills, and attitudes that enable an individual to perform their duties effectively (Rokhayatun, 2023). In halal certification services, officer competency encompasses technical, administrative, and interpersonal skills in carrying out the registration, verification, and certificate issuance processes. Competent officers are able to communicate effectively, explain procedures clearly, and resolve administrative obstacles professionally. High competency plays a crucial role in increasing service effectiveness and forms the basis for bureaucratic reform based on quality public services.

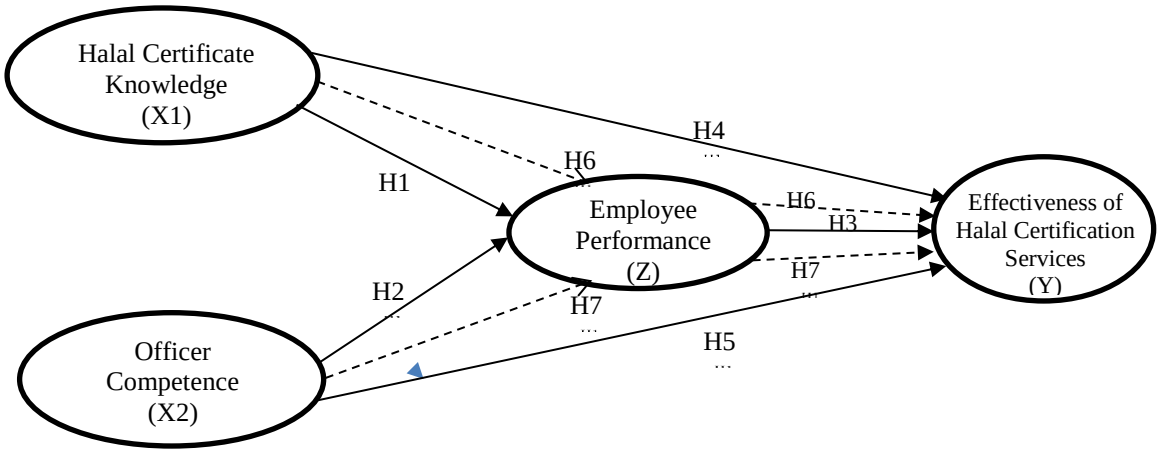
Employee Performance

Employee performance reflects the work results achieved by individuals in carrying out their duties effectively, efficiently, and in accordance with organizational goals. In the context of public services, performance is measured through productivity, quality, efficiency, commitment, and discipline (Bahjatun, 2024). Good performance reflects the ability and willingness of employees to provide optimal service. In this study, employee performance serves as an intervening variable that bridges the relationship between employee motivation and competence and the effectiveness of halal certification services. With increased motivation and competence, employee performance will improve, thus directly impacting service effectiveness.

Conceptual Framework

From the background and theoretical foundation above, it can be concluded that the independent

ISSN Cetak : 2337-3997
ISSN Online : 2613-9774



variables, namely: Motivation, Staff Competence, Employee Performance, and Halal Certification Service Effectiveness, are the dependent variables, as explained below:

Figure 1. Conceptual Framework

Hypothesis

The hypothesis in this study is:

1. H1: Knowledge of Halal Certification has a positive and significant effect on Employee Performance.
2. H2: Staff Competence has a positive and significant effect on Employee Performance.
3. H3: Staff Performance has a positive and significant effect on the Effectiveness of Halal Certification Services.
4. H4: Knowledge of Halal Certification has a positive and significant effect on the Effectiveness of Halal Certification Services.
5. H5: Staff Competence has a significant effect on the Effectiveness of Halal Certification Services.
6. H6: Knowledge of Halal Certification has a positive and significant effect on the Effectiveness of Halal Certification Services through Employee Performance.
7. H7: Staff Competence has a positive and significant effect on the Effectiveness of Halal Certification Services through Employee Performance.

RESEARCH METHODOLOGY

This study employed quantitative methods with a descriptive and causal approach. The descriptive approach was used to provide a systematic overview of the influence of Motivation, Staff Competence, and Employee Performance on the Effectiveness of Halal Certification Services at the Medan City Ministry of Religious Affairs Office. Through quantitative data analysis, this study sought to identify patterns of relationships between variables based on information obtained from respondents.

The causal approach was applied to test the cause-and-effect relationship between the independent variables, namely Motivation (X1) and Staff Competence (X2), on the dependent variable, namely the Effectiveness of Halal Certification Services (Y), with Employee Performance (Z) as the intervening variable. This approach aimed to analyze the extent to which changes in these factors could influence increased service effectiveness.

The population in this study included all employees involved in the halal certification field at the Medan City Ministry of Religious Affairs Office. The sampling technique used was simple random sampling, which provides an equal opportunity for each employee to be selected as a respondent. The population was 251 people, and based on the Slovin formula with a 10% error rate, a sample size of 72 respondents was obtained.

The data used in this study were primary data collected directly from respondents through a structured questionnaire. The questionnaire was structured using a Likert scale to measure respondents' level of agreement with statements related to each research variable.

Data analysis was conducted using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the assistance of SmartPLS software version 4.1.1.4 to examine the relationships between variables. The analysis model consisted of three main stages:

1. Outer Model Evaluation, to test construct validity and reliability through factor loading values (>0.7), Average Variance Extracted (AVE >0.5), Composite Reliability, and Cronbach's Alpha (>0.7).
2. Inner Model Evaluation, to analyze the relationships between latent variables through R^2, SRMR (<0.10), and Q^2 (>0).
3. Hypothesis testing was conducted using bootstrapping techniques to assess the significance of the relationship between

ISSN Cetak : 2337-3997
ISSN Online : 2613-9774

variables based on the path coefficient, t-statistics (>1.96), and p-value (<0.05).

The results of this study are expected to provide empirical evidence that can be used as a reference for improving the quality of public services, particularly in efforts to optimize the halal certification process within the Ministry of Religious Affairs of Medan City.RESULTS AND DISCUSSION

Validity Testing

At the outer model stage, a convergent validity test was conducted to ensure each indicator adequately represented the variable construct. An indicator was declared valid if it had an outer loading value > 0.70. Based on the data processing results, all indicators in the variables Motivation (X1), Officer Competence (X2), Employee Performance (Z), and Halal Certification Service Effectiveness (Y) showed loading factor values above 0.70, thus all indicators were declared valid and suitable for use in further analysis.

Furthermore, all variables underwent a validity test to ensure that each question item accurately measured the intended concept. The test results showed that all indicators had a significant relationship with the total score of their respective variables. Thus, this research instrument was deemed reliable, consistent, and appropriate for describing the phenomenon under study. Overall, the analysis results demonstrated that all variables met the statistical criteria and could be used in the next stage to examine the relationships between variables at the Medan City Ministry of Religious Affairs Office.

Table 3. Validity Test Based on Outer LoadingIndicator	Motivation (X1)	Officer Competence (X2)	Employee Performance (Z)	Effectiveness of Halal Certification Services (Y)
1	0,838	0,727	0,908	0,872
2	0,788	0,764	0,847	0,913
3	0,763	0,763	0,868	0,908
4	0,720	0,845	0,785	0,816
5	0,892	0,854	0,722	0,873

Source: SmartPLS 4.1.1.4 Output Results (2025)

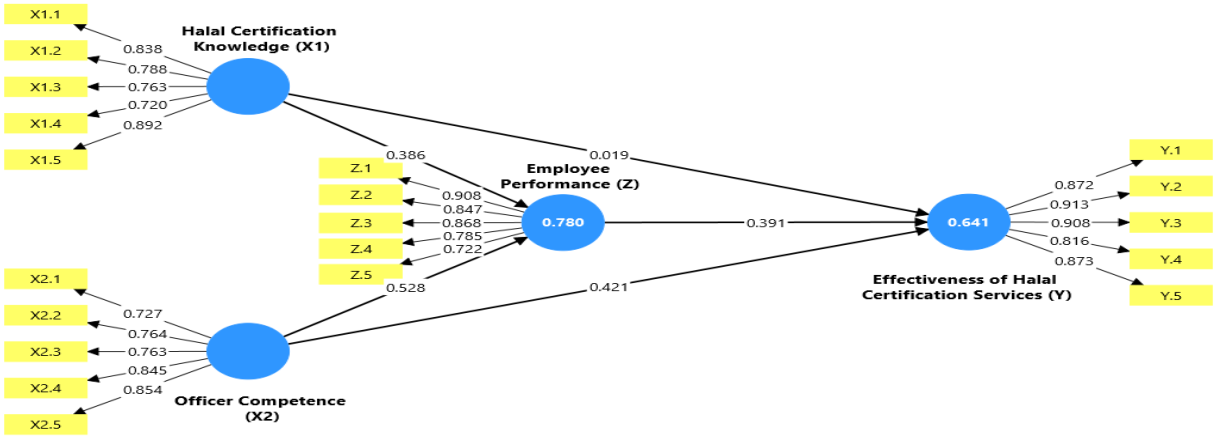


Figure 2. Factor Loading Test

Source: SmartPLS 4.1.1.4 Output Results (2025)

In the Average Variance Extracted (AVE) testing stage, a test is conducted to assess the extent to which the indicators in each variable are able to explain the variance of the construct they measure. The AVE value is used to measure the level of convergent validity of a latent variable, where a higher AVE value indicates a better consistency of the indicator in representing the construct. A variable is considered to meet the convergent validity criteria if its AVE value is >0.50, meaning that more than 50% of the indicator's variance can be explained by the construct being measured.

Table 4. Validity Testing Based on Average Variance Extracted (AVE)

Variables	*Average Variance Extracted* (AVE)
Effectiveness of Halal Certification Services	0,769
Employee Performance	0,687
Officer Competence	0,627
Motivation	0,644

Source: SmartPLS 4.1.1.4 Output Results (2025)

Based on the table above, all tested variables Halal Certification, Officer Competence, Halal Certification Service Effectiveness, and Employee Performance have values >0.50. This indicates that all latent variables meet the convergent validity requirements and are classified as good.

Reliability Test

The purpose of the reliability test is to determine the relationship between the test factors and other factors. Based on the reliability test, the latent variable being tested is considered to have met the requirements if the value of both the Cronbach's alpha and composite reliability values is >0.70. The following are the results of data processing based on the Cronbach's alpha and composite reliability values:

Table 5. Construct Reliability and Validity Values

Variables	*Cronbach's alpha*	*Composite reliability* (rho_a)	*Composite reliability* (rho_c)	*Average variance extracted* (AVE)
Effectiveness of Halal Certification Services	0,925	0,925	0,943	0,769
Employee Performance	0,884	0,887	0,916	0,687
Officer Competence	0,851	0,858	0,893	0,627
Motivation	0,860	0,869	0,900	0,644

Source: SmartPLS 4.1.1.4 Output Results (2025)

The test results in Table 5.10 show that all tested variables had Cronbach's alpha and composite reliability values >0.70, indicating that all tested variables were reliable, and each indicator adequately represented its own variable.

After the measurement model (outer model) was declared valid and reliable, the next stage was evaluating the inner model (structural model). This stage aimed to assess the relationships between latent variables in the study and test the established hypotheses.

Inner Model Evaluation (Structural Model)

The structural model is used to describe the direction and strength of the causal relationship between the independent, intervening, and dependent variables. This evaluation was conducted by examining the R^2 (Coefficient of Determination) value to assess the extent to which the independent variables explain the dependent variable in the research model.

Table 6. R-Square and Adjusted R-Square Values

Variables	R-*square*	R-*square adjusted*
Effectiveness of Halal Certification Services	0,641	0,625
Employee Performance	0,780	0,773

Source: SmartPLS 4.1.1.4 Output Results (2025)

Based on the results of the coefficient of determination test above, the R2 (R Square) value of the regression model is used to determine the extent to which the independent variables explain the dependent variable. The table above shows an R2 value of 0.780, indicating that 78% of the variation in the Employee Performance variable can be explained by variations in the two independent variables: Motivation and Staff Competence. The remaining (100% - 78% = 22%) is influenced by variables outside this study.

For the Halal Certification Service Effectiveness variable, the R2 value is 0.641, indicating that 64% of the variation in the Halal Certification Service Effectiveness variable can be explained by variations in the three independent variables: Motivation, Staff Competence, and Staff Performance. The remaining (100% - 64% = 36%) is influenced by variables outside the study.

Model Fit

Model fit evaluation in this study was conducted using the SRMR test model. A model is said to meet the criteria if it has an SRMR value < 0.10.

ISSN Cetak : 2337-3997
ISSN Online : 2613-9774

Table 7. Model Fit Test Results

Variables	Saturated model	Estimated model
SRMR	0,100	0,100

Source: SmartPLS 4.1.1.4 Output Results (2025)

Based on the table above, the SRMR value is 0.100, indicating a fit and appropriate model for hypothesis testing.

Predictive Relevance Q2

This measure demonstrates the model's predictive relevance. Predictive Relevance Q^2 is considered acceptable if the Q^2 value is > 0. Conversely, if the Q^2 value is 0 or below, the model does not have predictive relevance.

Table 8. Predictive Q2 Results

Variables	Q^2 *predict*	Test Results
Effectiveness of Halal Certification Services	0.586	Relevant
Employee Performance	0.769	Relevant

Source: SmartPLS 4.1.1.4 Output Results (2025)

The results in the table show that the Halal Certification Service Effectiveness variable has a Q^2 value of 0.586, or 58.6%, while the Employee Performance variable has a Q^2 value of 0.769, or 76.9%. These values are greater than 0, indicating that both variables demonstrate predictive relevance.

Hypothesis Testing

Table 9. Results of the Direct Effect Hypothesis Test

Variables	*Original sample* (O)	*Sample mean* (M)	*Standard deviation* (STDEV)	T *statistics* (|O/STDEV|)	P *values*
Employee Performance -> Effectiveness of Halal Certification Services	0.391	0.379	0.189	2.073	0.019
Employee Competence -> Effectiveness of Halal Certification Services	0.421	0.439	0.192	2.188	0.014
Employee Competence -> Employee Performance	0.528	0.506	0.126	4.187	0.000
Motivation -> Effectiveness of Halal Certification Services	0.399	0.401	0.217	2.678	0.004
Motivation -> Employee Performance	0.386	0.408	0.122	3.170	0.001

Source: SmartPLS 4.1.1.4 Output Results (2025)

The table above shows the hypothesis of a direct influence:

1. Employee Performance on the Effectiveness of Halal Certification Services
   Employee performance has a positive and significant effect on the effectiveness of halal certification services (coefficient = 0.391; T = 2.073 > 1.96; P = 0.019 < 0.05). The hypothesis is accepted.
2. Staff Competence on the Effectiveness of Halal Certification Services
   Staff competence has a positive and significant effect on the effectiveness of halal certification services (coefficient = 0.421; T = 2.188 > 1.96; P = 0.014 < 0.05). The hypothesis is accepted.
3. Staff Competence on Employee Performance
   Staff competence has a positive and significant effect on employee performance (coefficient = 0.528; T = 4.187 > 1.96; P = 0.000 < 0.05). The hypothesis is accepted.
4. Motivation on the Effectiveness of Halal Certification Services
   Motivation has a positive and significant effect on the effectiveness of halal certification services (coefficient = 0.399; T = 2.678 > 1.96; P = 0.004 < 0.05). The hypothesis is accepted.
5. Motivation on Employee Performance
   Motivation has a positive and significant effect on employee performance (coefficient = 0.386; T = 3.170 > 1.96; P = 0.001 < 0.05). The hypothesis is accepted.

Table 10. Results of the Indirect Effect Hypothesis Test

Variables	*Original sample* (O)	*Sample mean* (M)	*Standard deviation* (STDEV)	T *statistics* (|O/STDEV|)	P *values*
Officer Competence on the Effectiveness of Halal Certification Services through Employee Performance	0.207	0.190	0.109	1.895	0.029
Motivation on the Effectiveness of Halal Certification Services through Employee Performance	0.151	0.155	0.095	1.598	0.055

Source: SmartPLS 4.1.1.4 Output Results (2025)

The table above shows the indirect effect hypothesis:

1. The Effect of Officer Competence on the Effectiveness of Halal Certification Services through Employee Performance
   Officer Competence has a positive effect on the Effectiveness of Halal Certification Services through employee performance, with a coefficient value (Original Sample column) of 0.207, and is significant, with T-Statistics = 1.895 > 1.96 and P-Values = 0.029 < 0.05 (Conclusion Accepted).
2. The Effect of Motivation on the Effectiveness of Halal Certification Services through Employee Performance.
   Motivation has a positive effect on the Effectiveness of Halal Certification Services through employee performance, with a coefficient value (Original Sample column) of 0.151, and is significant, with T-Statistics = 1.598 > 1.96 and P-Values = 0.055 < 0.05 (Conclusion Accepted).

DISCUSSION

The results of this study indicate that motivation, staff competence, and employee performance significantly influence the effectiveness of halal certification services. This finding supports previous theory and research that emphasizes the importance of human resource quality in improving public service quality.

1. The Influence of Motivation on Employee Performance

The results show that motivation has a positive and significant effect on employee performance (T = 3.170; P < 0.05). This finding supports Frederick Herzberg's two-factor theory of motivation, which explains that intrinsic factors such as responsibility, achievement, and meaning in work can improve performance. In the context of halal certification services, understanding work procedures and responsibilities encourages employees to work more professionally and accurately. This result is consistent with Fitriani (2021), who stated that task understanding and work motivation contribute to improved service quality.

2. The Influence of Competence on Employee Performance

Competence has been shown to have a positive and significant effect on performance (T = 4.187; P < 0.05). These findings align with the competency theory proposed by Lyle M. Spencer and Signe M. Spencer, which asserts that the combination of knowledge, skills, and attitudes is the primary factor in achieving superior performance. These research findings also support Sari (2021), who demonstrated that technical competence and effective communication increase the productivity of public sector employees.

3. The Influence of Employee Performance on the Effectiveness of Halal Certification Services

Employee performance has a positive and significant effect on service effectiveness (T = 2.073; P < 0.05). This indicates that employee discipline, responsibility, and punctuality directly contribute to service quality. This finding aligns with Wahyuni and Prasetyo (2020), who stated that employee performance is the primary determinant of public service effectiveness. Theoretically, this also aligns with the concept of performance management, which emphasizes that the quality of an organization's output is determined by the quality of individual performance.

4. The Influence of Motivation on Service Effectiveness

Motivation has a direct and significant effect on service effectiveness (T = 2.678; P < 0.05). These results can be explained through the Public Service Motivation (PSM) perspective developed by James L. Perry, which emphasizes that the drive to serve the public will improve the quality and speed of service. This finding aligns with research by Hidayat and Nuraini (2022), which shows that work motivation plays a crucial role in increasing user trust and satisfaction.

5. The Effect of Competence on the Effectiveness of Halal Certification Services

Competence has a positive and significant effect on service effectiveness (T = 2.188; P < 0.05). Employees with technical and interpersonal

skills are able to understand business owners' needs and provide faster and more accurate services. This finding is consistent with Rahmawati and Hasan (2022), who found that employee competence significantly contributes to the quality of public services.

6. The Role of Performance in Mediating the Effect of Motivation on Service Effectiveness

Employee performance acts as a partial mediator in the relationship between motivation and service effectiveness (T = 1.598). This indicates that motivation not only directly impacts effectiveness but also improves service quality through improved performance. These findings reinforce the Ability Motivation Performance (AMP) model, which explains that motivation will result in better organizational output through improved work performance.

7. The Role of Performance in Mediating the Effect of Competence on Service Effectiveness

Performance also mediates the effect of competence on service effectiveness (T = 1.895). High competence enables employees to work more effectively, ultimately improving the quality and speed of service. These results support the view that competence is a key asset that must be actualized through performance to achieve optimal organizational performance.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research analysis, it can be concluded that:

1. Motivation has a positive and significant effect on employee performance, meaning that the higher an employee's motivation regarding the concept and procedures of halal certification, the better their performance.
2. Staff competence has a positive and significant effect on employee performance. Staff with strong technical skills and a professional attitude will produce more optimal performance.
3. Employee performance has a positive and significant effect on the effectiveness of halal certification services. Good performance encourages increased accuracy, speed, and satisfaction with public services.
4. Motivation has a positive and significant effect on the effectiveness of halal certification services, indicating that employees who understand halal regulations and procedures are able to work more efficiently and according to standards.
5. Staff competence also has a positive and significant effect on the effectiveness of halal certification services, indicating that high competence will improve the quality and speed of service.
6. Employee performance mediates the effect of motivation on service effectiveness, meaning that good motivation will impact effectiveness if accompanied by optimal performance.
7. Employee performance also mediates the influence of officer competence on service effectiveness, demonstrating the importance of performance management in strengthening the relationship between competence and service effectiveness.

Recommendations

1. Motivation: It is recommended that the Medan City Ministry of Religious Affairs Office improve employee motivation through training, seminars, and socialization of halal regulations to ensure more accurate and procedurally compliant services.
2. Officer Competence: Technical skills, communication skills, and service ethics need to be improved so that officers can work professionally and provide quality service.
3. Employee Performance: The agency needs to provide motivation, rewards, and create a work environment that supports productivity to improve employee performance.
4. Service Effectiveness: It is recommended that the halal service system be continuously evaluated and developed through service digitization, cross-sector coordination, and the application of excellent service principles.
5. Future Research: It is hoped that other variables such as work motivation, organizational culture, or leadership can be added to broaden understanding of the factors influencing the effectiveness of halal certification service.

REFERENCE

Afendi, A. (2020). The Effect of Halal Certification, Halal Awareness and Product Knowledge on Purchase Decisions for Halal Fashion Products. Journal Of Digital Marketing and Halal Industry, 2(2), 145–154.

Bahjatun., N. (2024). Pengaruh Religiusitas, Literasi Halal Dan Halal Awareness Terhadap Pengajuan Sertifikasi Halal (Studi Pada Produsen Makanan Dan Minuman Pada Asosiasi Usaha Kecil Dan Menengah (UKM) Kebumen) (Doctoral Dissertation, FEBI Universitas Islam Negeri Prof. Kh. Saifuddin Zuhri Purwokerto).

Donabedian, A. (1980). Explorations in quality assessment and monitoring. Volume I: The definition of quality and approaches to its

assessment. Ann Arbor, MI: Health Administration Press.

Fahmi, I. (2023). The Effectiveness of Halal Product Certification Assistance for the Self-Declare Program in Banyumas Regency (A Study at the Halal Center of UIN Prof. K.H. Saifuddin Zuhri Purwokerto) Innovative: Journal Of Social Science Research, 3 (3), (203).

Farida., D., Pertiwi. (2022). Pengaruh Pengetahuan, Religiusitas, Dan Sertifikasi Halal Terhadap Halal Traceability Dengan Halal Awareness Sebagai Variabel Intervening (Studi Kasus Pedagang Muslim Di Pasar Tradisional Kota Malang) (Skripsi, FEBI Universitas Islam Malang).

Fauziyah, N., Susanto, T., & Aziz, M. (2021). Digitalisasi layanan sertifikasi halal dalam meningkatkan efektivitas pelayanan publik. Jurnal Manajemen Pelayanan Publik, 5(2), 123–134. https://doi.org/10.xxxx/jmpp.v5i2.12345

Ghozali, Imam, 2020. Desain Penelitian Kuantitatif Dan Kualitatif, Penerbit Yoga Pratama, Semarang.

Guswandi. (2022). Pengaruh Kompetensi Terhadap Kinerja Pegawai Melalui Komitmen Organisasi Dan Motivasi Kerja Pada Kantor Dinas Kelautan Dan Perikanan Provinsi Sulawesi Selatan (Doctoral Dissertation, FEB Universitas Hasanuddin).

Dewi., P., I., & Chaerudin. (2023). Pengaruh Efektivitas Kerja Dan Kompetensi Terhadap Kinerja Pegawai Badan Penyelenggara Jaminan Produk Halal (BPJPH). Innovative: Journal Of Social Science Research, 3 (3), (3276-3288).

Hidayat, A., Fadilah, R., & Putri, D. (2021). Implementasi e-sertifikasi halal dan pengaruhnya terhadap efektivitas layanan. Jurnal Administrasi Publik Indonesia, 8(1), 45–58.

Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson Education.

Mela., A. (2020). Pengaruh Motivasi Produk Dan Sertifikasi Halal Terhadap Keputusan Pembelian Produk Farmasi Di Desa Mojorejo Kecamatan Kebonsari Kabupaten Madiun (Skripsi, FEBI Program Studi Ekonomi Syariah Surabaya).

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. American Journal of Sociology, 83(2), 340–363. https://doi.org/10.1086/226550

Muh., A., Paturungi. (2023). Pengaruh Kompetensi Dan Disiplin Kerja Terhadap Kinerja Pegawai Melalui Motivasi di Kabupaten Takalar (Doctoral Dissertation, FEBI Universitas Hasanuddin).

Muhammad., A., Reza. (2024). Efektivitas Pendampingan Proses Sertifikasi Produk Halal Gratis Jalur Self Declare Pada Usaha Mikro Dan Kecil di Kota Tangerang Selatan (Skripsi, Fakultas Syariah Dan Hukum Uin Syarif Hidayatullah Jakarta).

Muhammad., A., Trilaksono1, & Budi P. (2023). Peran Sertifikasi Halal Dan Kepatuhan Praktik Halal Terhadap Kinerja Bisnis Berkelanjutan: Investigasi Pemodelan Empiris Sektor Umkm Kuliner Nusantara. Jurnal Multikultural & Multireligius, 22 (1), (93-116).

Muid., A., Muhammad. (2023). Pengaruh Sertifikasi Halal, Kualitas Produk, Dan Harga Terhadap Loyalitas Konsumen Gerai Es Krim Mixue (Studi Kasus Pada Konsumen Es Krim Mixue Penjawi, Pati) (Skripsi, FEBI Universitas Islam Negeri Walisongo Semarang).

Mutmainnah, L., & Haris, A. (2020). Regulasi sertifikasi halal dan implikasinya terhadap pelayanan publik. Jurnal Kebijakan Publik, 12(1), 55–66.

Noer., F., Amania U. (2024). Pengaruh Sertifikasi Halal, Kualitas Produk Dan Harga Terhadap Loyalitas Konsumen Mie Gacoan Purwokerto (Doctoral Dissertation, Febi Universitas Islam Negeri Prof. K.H Saifuddin Zuhri Purwokerto).

Othman, P., Kamarulzaman, N. H., & Hashim, N. H. (2016). Halal service quality: Conceptualizing and measuring halal service quality in the tourism industry. Journal of Islamic Marketing, 7(3), 293–311. https://doi.org/10.1108/JIMA-09-2014-0066

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. Journal of Retailing, 64(1), 12–40.

Permata., Rani. (2024). The Influence of Halal Awareness and Free Halal Certification Services (Sehati) on the Interest of Micro, Small, and Medium Enterprises (MSMEs) in Registering Their Products in Metro City (Doctoral Dissertation, FEBI Institut Agama Islam Negeri (Iain) Metro).

Prabowo, R. (2021). Implementasi Undang-Undang Jaminan Produk Halal terhadap kualitas layanan publik di Indonesia. Jurnal Hukum dan Administrasi Publik, 7(2), 201–215.

Pratama, A., & Kusnadi, D. (2020). Pengaruh kompetensi petugas terhadap kepuasan pelaku usaha pada layanan sertifikasi halal. Jurnal Manajemen Pelayanan Publik, 4(2), 89–98.

Ramadhan, I., & Nur, M. (2023). Peran kinerja pegawai dalam memediasi pengaruh kompetensi terhadap efektivitas pelayanan publik. Jurnal Administrasi dan Kebijakan Publik, 15(1), 33–47.

Rivai, V. (2018). Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik. Jakarta: RajaGrafindo Persada.

Rokhayatun. (2023). Pengaruh Kompensasi Terhadap Kinerja Pendamping Pph Melalui Motivasi Sebagai Variabel Intervening (Studi Kasus Pada Halal Center Uin Saizu Purwokerto) (Doctoral Dissertation, FEBI Universitas Islam Negeri Prof. K. H. Saifuddin Zuhri Purwokerto).

Salleh, N., & Ahmad, M. (2019). Competency framework for halal auditors: A Malaysian perspective. International Journal of Halal Research, 1(1), 1–10. https://doi.org/10.18517/ijhr.1.1.1

Sari, Y., & Fadhilah, N. (2018). Analisis kualitas layanan sertifikasi halal pada MUI Provinsi Jawa Barat. Jurnal Administrasi Publik, 6(2), 101–112.

Sedarmayanti. (2017). Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil. Bandung: Refika Aditama.

Silfia., P. (2024). Pengaruh Sertifikasi Halal Terhadap Ekspor Produk Halal Pada Provinsi di Indonesia Tahun 2021-2022 (Skripsi, FEBI Universitas Islam Negeri Walisongo Semarang).

Spencer, L. M., & Spencer, S. M. (1993). Competence at Work: Models for Superior Performance. New York: John Wiley & Sons.

Sugiyono, 2020. Metode Penelitian Kuantitatif, Kualitatif Dan R & D, Alfabeta, Bandung

Suhaibatul. (2024). Analisis Pengaruh Sertifikasi Halal, Halal Awareness, Dan Product Quality Terhadap Kepuasan Pelanggan Pada Produk Franchise Ice Cream and Tea Mixue Dalam Perspektif Bisnis Islam (Studi Pada: Gen Z Muslim Di Kota Bandar Lampung) (Doctoral Dissertation, Febi Universitas Islam Negeri Raden Intan Lampung).

Sutrisno, E. (2019). Manajemen Sumber Daya Manusia. Jakarta: Prenadamedia Group.

Wirawan, Ketut E, Wayan B, Dan G. Putu., Jana S. 2020. Pengaruh Tingkat Pendidikan Dan Pengalaman Kerja Terhadap Kinerja Karyawan. E-Journal Bisma Universitas Pendidikan Ganesha Jurusan Manajemen (Volume 4 Tahun 2016).

Yeni., A. (2025). Efektivitas Mahasiswa Ekonomi Syariah Sebagai Pendamping Proses Produk Halal Dalam Mendampingi Pembuatan Sertifikasi Halal (Skripsi, FEBI Institut Agama Islam Negeri (IAIN) Curup).