

The Influence of Competence, Motivation and Job Satisfaction on Employee Performance at Lubuklinggau North II Sub District Office

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Abstract

The title of this research was The Influence of Competency, Motivation and Work Satisfaction on Employee Performance using the quantitative research conducted at 2nd North Sub-District Office Lubuklinggau. The purpose of this research was to determine the influence of competency, motivation and work satisfaction on employee performance at 2nd North Sub-District Office Lubuklinggau both simultaneously and partially. The sample in this research as many as 70 employees at 2nd North Sub-District Office Lubuklinggau. Data analysis technique used in this research was multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves competency has a significant effect on employee performance where $t \text{ count } 5,211 > t \text{ table } 1,994$ and also $\text{sig } 0,002 < 0,05$. 2). Motivation significantly influence the performance where $t \text{ count } 2,801 > t \text{ table } 1,994$ and also $\text{sig is } 0,003 < 0,05$. 3). Work satisfaction significantly influence the employee performance where $t \text{ count } 4,731 > t \text{ table } 1,994$ and $\text{sig is } 0,000$. 4). Competency, Motivation and Work Satisfaction have significant influence simultaneously on employee performance at 2nd North Sub-District Office Lubuklinggau, where $F \text{ count } 14,747 > F \text{ table } 2,74$ and also $\text{sig of } 0,000 < 0,05$.

Keywords: competency, motivation, work satisfaction, employee performance.

1. Introduction

Human resources are one of the important factors in development. The results of various studies show that the Government agencies are a collective of government organizational units that carry out their duties and functions in accordance with applicable regulations. In carrying out its duties and functions, government agencies are supported by supporting devices, one of which is human resources. Civil Servants (PNS) as human resources attached to government agencies play a role as mobilizers and are expected to be able to provide services fairly and evenly in accordance with Pancasila and the 1945 Constitution of the Republic of Indonesia.

The key factor in achieving the goals of government agencies is highly dependent on how employees can develop their abilities both in the managerial, human relations and technical fields. Performance in carrying out tasks reflects work performance which will determine the quality of an employee in the institution where he works. Human resources play an important and decisive role in the success of an organization. The success or failure of an organization in carrying out its duties and functions is very dependent on the capacity and capability of human resources in carrying out the tasks and functions assigned to it. North Lubuklinggau II District has tried to give the best performance. However, the existing performance of employees in Lubuklinggau Utara II District cannot be said to be optimal. This is illustrated through the annual report submission process

which is often late. Delays in submitting annual reports due to lack of work ethic and lack of understanding of employees regarding the main tasks and functions attached to the position held, resulting in many discrepancies in the report submitted so that it requires repeated revisions.

The low achievement target for each employee is evidence of the insufficient quantity of work produced. This condition is triggered by a lack of morale and employee motivation at work. In addition, repetitive work routines lead to job burnout experienced by employees. The process of implementing tasks that pays little attention to standard operating procedures still occurs in Lubuklinggau Utara II District. The disregard for applicable standards is due to the family relationship between employees and organizational leaders and the people who need services. Ignoring standard operating procedures carried out by employees is a strong indication of the lack of responsibility that employees have in the process of carrying out tasks. Competence is a determining factor for successful performance. High competence possessed by an employee will lead an employee to carry out tasks autonomously without the need for supervision from the organization. Employees with high competence and expertise will have a higher work productivity than other employees. Given the importance of the role of competence for the organization, the competence of each employee must be in accordance with the goals of the organization.

Competence is a key factor to answer the increasing demands of society on the performance of employees at Lubuklinggau North II District. If examined in depth, the problem related to employee competence at Lubuklinggau North II District is the lack of motives that employees have in working. Motive as an intrinsic variable that influences behavior and perspective of a person towards the goals to be achieved. The lack of employees is illustrated through the attitude of delaying the completion of tasks and responsibilities. Tasks and responsibilities tend to be completed ahead of the completion deadline.

Competence has a correlation with the level of self-confidence possessed. Employees who have high competence view themselves and others from a positive perspective. This is reflected in an attitude of confidence, openness and acceptance of criticism. However, there are still some employees at Lubuklinggau North II District who lack self-confidence and feel inferior compared to other employees. The majority of employees at Lubuklinggau North II District have sufficient competence as evidenced by their academic background. However, the academic background does not contribute enough to the achievement of organizational goals. This happens because the employee concerned is less interested in developing knowledge related to the organization of the world of work. The existing conditions are exacerbated by the lack of skills possessed.

Motivation was the answer to efforts to fulfill the needs faced by humans. Employee motivation was closely related to the amount of compensation received from the organization. However, work motivation was not only influenced by the amount of compensation received, it was also influenced by other factors such as: security, job certainty, and social relations. The work motivation of employees at Lubuklinggau North II District was still not optimal. The lack of optimal work motivation of employees mainly stems from the lack of compensation received from the organization. In addition, the lack of supporting facilities work processes such as the lack of computers, printers, and other

supporting equipment has also reduced the level of work motivation possessed by employees in Lubuklinggau North II District.

Humans were not as social beings and cannot be separated from the process of interaction with others. Harmonious relationships between employees have a positive effect on the level of motivation they have. Furthermore, awards and recognition are given by colleagues and organizations. The actual conditions in Lubuklinggau North II District, Lubuklinggau, the awards and recognition received by employees from organizations were still very minimal. Job satisfaction felt by employees in Lubuklinggau North II District, Lubuklinggau, was still lacking between employee expectations and the existing real conditions. Salaries that were still inadequate compared to the duties and responsibilities carried out were the mainstay lack of job satisfaction felt by employees. Although there have been efforts from the government to increase the amount of income received by employees through the provision of work incentives and benefits. However, the amount of incentives and allowances provided has not been able to cover all of the existing living expenses.

2. Literature Review

The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance refers to understanding as a result. In the context of performance results, it is a record of the results produced for a particular job function or activity over a certain period of time (Bernardin, 2014). According to Rival, performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results (Rivai, 2018). The indicators used to measure the level of employee performance are as follows: Quality, Quantity, Implementation of Duties, Responsibility.

Competence is the perspective of human ability and knowledge, especially the ability to fulfill various needs in business by minimizing costs and optimizing services to customers more, not less (Davis & Newstrom, 2018). Competence is a deep and inherent part of personality and behavior that can be predicted in various situations and work tasks (Usmara, 2018). The indicators used to measure the level of work placement are as follows: Motives, Congenial Factors, Self-Concept, Knowledge, Skills.

Motivation is a stimulant of desire and driving force of one's willingness to work because each motivation has a specific goal to be achieved [5]. Another definition of motivation is put forward by Farhat in Busro which defines motivation as a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of effort to fulfill an individual need [6]. The indicators used to measure the level of motivation are as follows: Physiology, Security, Social, Awards, Self-actualization.

Robbins states that job satisfaction is a general attitude towards one's work; the difference between the amount of reward an employee receives and the amount of reward they believe they should receive [7]. Dessler defines job satisfaction as a person's feelings towards his job. Job satisfaction in general is an attitude towards work that is based on evaluation of different aspects of work. The indicators used to measure the level of job

satisfaction are as follows: The work itself, Sallary, Colleagues, Promotions, Supervision. The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: competence, motivation and job satisfaction. Based on the results of research conducted (Meutia et al., 2016), (Setiadi et al., 2016), (Alwi, 2017) and (Suparno & Sudarwati, 2014) competence and motivation partially or simultaneously have a positive and significant effect on performance. The influence of job satisfaction variables on performance is supported by the results of research conducted (Rahsel, 2016) and research (Dede Kurnia Ilahi, 2017), (Suroto et al., 2018), and (Lestari & Mujiati, 2018) which prove the significant effect of job satisfaction variables on performance.

3. Research Method

The research design used was a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design was used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this study the first independent variable (X1) is competency, the second independent variable (X2) is motivation, the third independent variable (X3) is job satisfaction and the dependent variable (Y) is employee performance. This study also uses a causal approach which aims to test the level of influence of the independent variables on the dependent variable through a regression test. In this study the data obtained were analyzed statistically. The sample was used in this study was all members of population were used as samples in the study. The object of research was 70 civil servants.

4. Findings and Discussions

The reliability test was carried out to measure the construct level of each measurement item for each variable. The level of reliability of measurement items can be seen from the value of Cronbach's Alpha. The level of reliability for each research variable can be seen in the table below:

Table 1. Performance Variable Reliability Test Results

No.	Variable	<i>Cronbach's Alpha</i> Value	Level of Reliability
1	Competence	0,835	High Reliability
2	Motivation	0,865	High Reliability
3	Job Satisfaction	0,797	High Reliability
4	Employee Performance	0,851	High Reliability

From the results of data analysis, the Cronbach's Alpha value for the competence variable was 0.835. the Cronbach's Alpha value for the motivation variable is 0.865, the

Cronbach's Alpha value for the job satisfaction variable is 0.797, and the Cronbach's Alpha value for the employee performance variable is 0.851. All Cronbach's Alpha values are above 0.60. Thus, it can be concluded that all research variables have a high level of reliability

Multiple linear regression is used to determine the multiple linear regression equation and calculate the magnitude of the influence of Competence, Motivation and Job Satisfaction on Employee Performance in Lubuklinggau Utara II District, Lubuklinggau City. From the results of distributing questionnaires to 70 respondents obtained from the results of data processing with the SPSS program.

Table 2. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error Beta				
1	(Constant)	27.667	6.001			4.610	.000
	COMPETENCE	.743	.231	.614		5.211	.002
	MOTIVATION	.386	.103	.237		2.801	.003
	JOB SATISFACTION	.592	.220	.406		4.731	.000

a. Dependent Variable: PERFORMANCE

Based on the calculation results above, it can be seen that the competency value has a tcount of 5.211 > ttable of 1.994 and a Sig value of 0.002 < 0.05. This shows that competency variables partially have a significant effect on performance. Motivation has a tcount of 2.801 > ttable of 1.994 and a Sig value of 0.003 < 0.05, this shows that the motivation variable partially has a significant effect on performance. Job satisfaction has a tcount of 4.731 > ttable of 1.994 and a Sig value of 0.000 < 0.05, this shows that the variable of job satisfaction partially has a significant effect on performance. From the table, the value a = 27.667, b1 = 0.743, b2 = 0.386 and the value b3 = 0.592. Then the values of a and b are arranged into a multiple linear regression equation $Performance = a + b_1 \text{ competence} + b_2 \text{ motivation} + b_3 \text{ job satisfaction}$, then the regression equation is: $Y = b_1 X_1 + b_2 X_2 + b_3 X_3 + a$. The regression coefficient value representing the competency variable obtained indicates that any change in the competency variable results in an increase in performance. The value of the regression coefficient representing the motivation obtained indicates that any change in the motivational variable will increase performance. The regression coefficient value representing job satisfaction obtained indicates that any change in the job satisfaction variable results in increased performance.

Based on the results of the data processing above, it is known that the coefficient of

determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the performance response variable (Y) with all explanatory variables namely competence, motivation and job satisfaction.

Table 3. Coefficient of Determination Test Result

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.633a	.401	.374	3.94002

a. Predictors: (Constant), JOB SATISFACTION, MOTIVATION, COMPETENCE

b. Dependent Variable: PERFORMANCE

From the calculation of the coefficient of determination, it was obtained that the value of R was 0.633. This means that there is a positive relationship between the variables of competency, motivation and job satisfaction on employee performance in Lubuklinggau North II District, Lubuklinggau, which was very strong. If competence, motivation and job satisfaction increase, performance will also increase. Then from the calculation results, the Adjusted R Square value was 0.374. This means that the magnitude of the influence of competence, motivation and job satisfaction on performance at Lubuklinggau North II District, Lubuklinggau, was 0.374 or 37.4%, while the remaining 62.6% was influenced by other variables not included in this study such as leadership, work environment variables, commitment, and so on.

Table 4. Simultaneous Significance Test Results

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	176.956	2	88.478	3.863	.026b
	Residual	1534.415	67	22.902		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), MOTIVATION, COMPETENCE

Based on the recapitulation of the results of the F test above, it can be explained that the variable Work Placement and Discipline with Performance at the Financial and Asset Management Agency for Lubuklinggau, with a value of F count = 8.094 > F table = 3.20 with a significance level of Sig = 0.010b < α = 0, 05 with a significance level of 95% and α = 5%. This means that together the variables of Work Placement and Discipline

have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau. Thus the hypothesis in the research is proven and acceptable.

Table 5. Simultaneous Significance Test Results

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	526.703	2	263.352	14.894	.000b
	Residual	1184.668	67	17.682		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, MOTIVATION

Based on the recapitulation of the F test results above, it can be explained that the variables of motivation and job satisfaction have on performance at Lubuklinggau North II District, Lubuklinggau, with a value of F count = 14.894 > F table = 3.13 with a significance level of Sig = 0.000 < α = 0.05, with 95% significance level and α = 5%. Thus, it can be interpreted that together the variables of motivation and job satisfaction have a significant influence on performance at Lubuklinggau North II District, Lubuklinggau. Thus the hypothesis in the research is proven and acceptable.

Table 6. Simultaneous Significance Test Results

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	636.436	2	318.218	19.834	.000b
	Residual	1074.935	67	16.044		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, COMPETENCE

Based on the recapitulation of the results of the F test above, it can be explained that the variables of competence and job satisfaction on performance at Lubuklinggau North II District, Lubuklinggau, with a value of F count = 19.834 > F table = 3.13 with a significance level of Sig = 0.000 < α = 0.05, with 95% significance level and α = 5%. This means that together the competency and job satisfaction variables have a significant influence on performance at Lubuklinggau North II District, Lubuklinggau. Thus the

hypothesis in the research was proven and acceptable.

Table 7. Simultaneous Significance Test Results

Model		Sum Squares	of Df	Mean Square	F	Sig.
1	Regression	686.804	3	228.935	14.747	.000b
	Residual	1024.567	66	15.524		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, MOTIVATION, COMPETENCE

Based on the recapitulation of the F test results above, it can be explained that the variables of competence, motivation and job satisfaction on performance at Lubuklinggau North II District, Lubuklinggau obtained a value of $F_{\text{count}} = 6.208 > F_{\text{table}} = 2.74$. The value of the significance level $\text{Sig} = 0.000 < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and the denominator $db = n - k - 1 = 70 - 3 - 1 = 66$ and the numerator $db k = \text{number of variables} - 1 (k = 3)$. It means that in together the variables of competence, motivation and job satisfaction have a significant influence on performance at Lubuklinggau North II District,. Thus the hypothesis in the research is proven and acceptable.

The Effect of Competence on Performance. Based on the recapitulation of the t test above, it can be explained that the competency variable on performance Lubuklinggau North II District, it shown that t count value of $5.211 > t_{\text{table}} 1.994$ and a Sig value of $0.002 < 0.05$. It shown the research hypothesis was proven and the hypothesis was accepted. The results of research conducted in the field show that competence has a significant influence on performance at Lubuklinggau North II District, and the results of calculating the correlation coefficient obtained Adjusted R Square = 0.374. It means between competency variable (X1) and performance (Y) shows a strong relationship. The results of this study were in accordance with the results of research conducted by (Pujiyanto et al., 2017), showing that competency has a positive and significant effect on performance

The Effect of Motivation on Performance. The results of the t test show that the motivation variable on employee performance at Lubuklinggau North II District, Lubuklinggau, shows t count value of $2.801 > t_{\text{table}} \text{ of } 1.994$ and a Sig value of $0.003 < 0.05$. This value can be interpreted that partially the motivational variable has a significant influence on employee performance at Lubuklinggau North II District. Thus, the hypothesis proposed in this study was proven and the hypothesis was accepted. The results of research conducted in the field show that Discipline has a significant influence on performance at Lubuklinggau North II District, with an Adjusted R Square value of 0.374, which means there is a strong relationship between motivational variables (X2) and performance (Y). High motivation will increase performance, conversely if

motivation was not good it will also have an impact on decreasing performance.

The Effect of Job Satisfaction on Performance. Based on the recapitulation of the t test above, it can be explained that the variable of job satisfaction on employee performance at Lubuklinggau North II District, shows t count value of $4.731 > t$ table of 1.994 and a Sig value of $0.000 < 0.05$. This shows that the proposed research hypothesis was proven and the hypothesis was accepted. The results of research conducted in the field show that job satisfaction has a significant influence on performance at Lubuklinggau North II District, and the results of calculating the correlation coefficient obtained an Adjusted R Square value of 0.374. Means between job satisfaction variables (X3) and performance (Y) shows a strong relationship.

The Effect of Competence and Motivation on Performance. Testing the hypothesis on competence and motivation variables in this study obtained a value of F count = $3.863 > F$ table = 3.13 with a significance level of Sig = $0.026 < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and db denominator = $n - k - 1 = 70 - 2 - 1 = 67$ and db quantifier $k =$ number of variables - 1 ($k = 3$). This means that competence and motivation variables together have a significant influence on employee performance at Lubuklinggau North II District. Thus the hypothesis in the research was proven and acceptable. The results of the research produced are in accordance with the results of research conducted by (Pujiyanto et al., 2017) which stated that competence, motivation, work environment and perceptions of leadership style simultaneously have a positive effect on performance of Family Planning Instructors. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at Lubuklinggau North II Sub-District, by taking a sample of 70 respondents, while the research was conducted on Family Planning Extension Workers in Pemalang Regency using a larger number of respondents so that the variations in the respondents' answers became more diverse. This has an effect on the research results obtained

The Effect of Motivation and Job Satisfaction on Performance. Summary of the results of the F test on motivation and job satisfaction variables on employee performance at Lubuklinggau North II District, yields a value of F count = $14.894 > F$ table = 3.13 with a significance level of Sig = $0.000 < \alpha = 0.05$, with a significance level 95% and $\alpha = 5\%$. This means that together the variables of motivation and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. Thus the hypothesis in the research was proven and acceptable. The results of the research produced are in accordance with the results of research conducted by (Fitria et al., 2014). Research conducted on the Effect of Remuneration, Motivation, and Job Satisfaction on Employee Performance at the Office of the Samarinda Religious High Court, which states that remuneration, motivation and job satisfaction simultaneously have a positive effect on the performance of employees of the Samarinda Religious High Court Office. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at Lubuklinggau North II Subdistrict by taking a sample of 70 respondents, while the research conducted on the performance of employees at the Samarinda Religious High Court Office used a different number of respondents so that the variations in the respondents' answers became more

diverse. This has an effect on the research results obtained

The Effect of Competence and Job Satisfaction on Performance. The results of the recapitulation of the results of the F test on competency and job satisfaction variables on employee performance at Lubuklinggau North II District, yielded a value of $F_{\text{count}} = 19.8346 > F_{\text{table}} = 3.13$ with a significance level of $\text{Sig} = 0.000 < \alpha = 0.05$, with a level 95% significance and $\alpha = 5\%$. It means that together the competency and job satisfaction variables have a significant influence on employee performance in Lubuklinggau North II District. The results of this study are in accordance with the results of research conducted by Yoeyong Rahsel in 2016 proving that either partially or simultaneously the work climate has a positive and significant effect on employee performance in the General Administration Section of UNPAD. Work Placement is the dominant variable in the research mentioned above. Thus the hypothesis proposed in this study is proven and acceptable.

The Effect of Competence, Motivation, and Job Satisfaction on Performance. The results of multiple linear regression calculations obtained the following equation: value $a = 27.667$, $b_1 = 0.743$, $b_2 = 0.386$ and $b_3 = 0.592$ values then the values a and b are arranged into a multiple linear regression equation $Y = a + b_1X_1 + b_2X_2 + b_3X_3$, then the regression equation is as follows: $\text{Performance} = 27.667 + 0.743 \text{ Competence} + 0.386 \text{ Motivation} + 0.592 \text{ Job Satisfaction}$. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 27.667. This illustrates that without being influenced by the independent variables of competence, motivation and job satisfaction, the performance value is $\beta/a = 27.667$. Testing the hypothesis in this study obtained a value of count = 14.747 > $F_{\text{table}} = 2.74$ with a significance level of $\text{Sig} = 0.006 < \alpha = 0.05$, with a significance level of 95% and $\alpha = 5\%$ and db denominator = $n - k - 1 = 70 - 3 - 1 = 66$ and db quantifier $k = \text{number of variables} - 1$ ($k = 3$). It means that together the variables of competence, motivation and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. Thus the hypothesis in the research was proven and acceptable.

5. Conclusion

From the results of the research conducted, the authors draw conclusions about the results of the research conducted, as follows: (1) Partially, competence has a significant influence on employee performance at Lubuklinggau North II District. This is evidenced by the t count value of 5.211 and the Sig value of 0.002. The t count value of 5.211 is greater than the t table value of 1.994. (2) Partially, motivation has a significant effect on employee performance at Lubuklinggau North II District. This is evidenced by the t count value of 2.801 and the Sig value of 0.003. The t count value of 2.801 is greater than the t table value of 1.994. (3) Partially, job satisfaction has a significant effect on employee performance at Lubuklinggau North II District, This is evidenced by the t count value of 4.731 and the Sig value of 0.000. The t count value of 4.731 is greater than the t table value of 1.994. (4) Simultaneously competence and motivation have a significant effect on employee performance at Lubuklinggau North II District. This is evidenced by the F count value of 3.863 and the Sig value of 0.026. The F count value of 3.863 is greater than the F table value of 3.13. (5) Simultaneously motivation and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. This is evidenced by the F count value of 14.894 and the Sig value of 0.000. The F count value

of 14.894 is greater than the F table value of 3.13. (6) Simultaneously competence and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. This is evidenced by the F count value of 19.834 and the Sig value of 0.000. The F count value of 19.834 is greater than the F table value of 3.13. (7) Simultaneously competence, motivation, and job satisfaction have a significant influence on the performance provided by employees at Lubuklinggau North II District. It was evidenced by the F count value of 14.747 and the Sig value of 0.000. The F count value of 14.747 is greater than the F table value of 2.74.

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