

The Effect of Competency and Motivation on Work Satisfaction and its impact on Employee Performance: The Case of DITPOLAIRUD POLDA of South Sumatera

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Abstract

This study aims to determine 1) The Effect of Competence on Job Satisfaction of Ditpolairud Polda Sumatera Selatan Personnel. 2) The Effect of Motivation on Job Satisfaction of Ditpolairud Polda Sumatera Selatan Personnel. 3) The Effect of Competence on Personnel Performance of Ditpolairud Polda Sumatera Selatan. 4) The Influence of Motivation on the Performance of Ditpolairud Polda South Sumatra Personnel. 5) The Influence of Job Satisfaction on the Performance of Ditpolairud Polda South Sumatra Personnel. This type of research is Associative. The variables used by the researcher are Competence, Motivation, Job Satisfaction, and Performance. The population of this study consisted of all Ditpolairud Polda South Sumatra Personnel, and the Sample in the study amounted to 120 people, selected using cluster random sampling. The data used in this study are primary data collected through a questionnaire. The data analysis technique used is Structural Equation Modeling (SEM). The results of this study indicate that: 1) there is a positive and significant influence of Competence on the Job Satisfaction of Ditpolairud Polda South Sumatra Personnel. 2) There is a positive and significant influence of Motivation on the Job Satisfaction of Ditpolairud Polda South Sumatra Personnel. 3) There is a positive and significant influence of Competence on the Performance of Ditpolairud Polda South Sumatra Personnel. 4) There is a positive and significant influence of Motivation on the Performance of Ditpolairud Polda South Sumatra Personnel. 5) There is a positive and significant influence of Job Satisfaction on the Performance of Ditpolairud Polda South Sumatra Personnel (6). Job Satisfaction strengthens the influence of competence on Performance (7). Job Satisfaction strengthens the influence of Motivation on Performance.

Keywords: Competency, Motivation. Work Satisfaction, Employee Performance

1. Introduction

Human resources (HR) is a crucial factor in an organization's or company's activities in achieving its stated goals. The success of these goals depends on the capabilities of its human resources. According to [Sedarmayanti \(2017\)](#), human resource management is an approach to managing human resources based on three principles: Human resources are the most valuable and essential asset an organization possesses. Company success is achieved if the company's

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policies, procedures, and regulations related to people are interconnected and mutually beneficial to all parties involved.

According to [Sutrisno \(2017\)](#), employee performance is the outcome of employee work, viewed in terms of quality, quantity, work time, and collaboration, to achieve the organization's stated goals. The importance of work performance can determine the quality and amount of work completed by an employee in carrying out their duties in accordance with their assigned responsibilities.

Factors influencing employee performance include job satisfaction. Job satisfaction is an affective or emotional response to various aspects of work ([Kasmir, 2019](#)). A set of employees' feelings about whether or not their work is enjoyable: a general attitude toward one's work reflects the difference between the amount of rewards employees receive and the amount they believe they should receive ([Afandi, 2018](#)). According to Colquitt, Lepine, and Wesson ([Izzati & Mulyana, 2019](#)), factors influencing job satisfaction can be identified by examining several factors that can generate and encourage job satisfaction, namely competence. Furthermore, according to [Wijono \(2019\)](#), who explains the factors that can influence job satisfaction, including personal characteristics, such as employee competence and motivation. Employee ability or competence is one factor that can influence employee performance ([Kasmir, 2019](#)). Competence is everything a person possesses, including knowledge and skills, along with other internal individual factors, to perform a job based on their knowledge and skills, thereby improving the quantity and quality of their performance. The higher an employee's ability, driven by work-related obligations, the higher the quality of their performance ([Wibowo, 2018](#)).

Motivation is encouragement, whether from others or from within oneself, to carry out work consciously and enthusiastically to achieve predetermined targets. Higher motivation will result in higher employee performance. An employee will perform well if they have hopes, desires, a suitable work environment, needs, goals, objectives, encouragement, and incentives, supported by strong work skills ([Hartatik, 2014](#)). Motivation is something that drives a person (whether internal or external), so that they will have high enthusiasm, desire, and willpower, and will contribute as much as possible to the success of achieving shared goals. If employee motivation is high, they are more likely to feel satisfied because they feel a sense of purpose and meaning in their work, which will impact their performance.

The following are some studies that have been conducted by [Widodo and Riyadi \(2020\)](#) whose research results show that competence has a significant effect on satisfaction. This contrasts with research conducted by [Anggraenie, Dwiatmadja and Santoso \(2024\)](#), whose research results show that competence is having no significant impact on job satisfaction. Research by [Usman and Nurhaeda \(2021\)](#), [Anggraenie, Dwiatmadja and Santoso \(2024\)](#) shows that motivation significantly influences job satisfaction. This contrasts with research by [Utari et al. \(2023\)](#), which showed that motivation had no significant effect on job satisfaction. [Widodo and Riyadi \(2020\)](#), [Lazuardi and Harahap \(2024\)](#), and [Anggraeny and Sembiring \(2025\)](#) found that job satisfaction significantly influences performance. This contrasts with the research conducted by [Leatemia, Leuhery and Chandra \(2023\)](#), which showed that job satisfaction had no significant effect on performance.

One agency that must be followed to improve the quality of its human resources is the police. The Indonesian National Police (Polri) is required to maintain high performance in serving the community as protectors of the community. The South Sumatra Regional Police (Polda Sumsel) is necessary to carry out its duties and functions in the community, where every police officer

must comply with all established regulations as a form of community education and alignment with the organization's vision and mission. The Indonesian National Police (Polri) is a government institution directly under the President (MPR Decree Number VII/MPR/2000 concerning the role of the Indonesian National Armed Forces (TNI) and the role of the Indonesian National Police (POLRI). The function of the police is one of the functions of the state government in the areas of maintaining public security and order, law enforcement, protection, patronage, and service to the community (Article 2 of Law of the Republic of Indonesia Number 2 of 2002). The National Police of the Republic of Indonesia aims to achieve domestic security, which encompasses maintaining public security and order, upholding the law, protecting and serving the community, and fostering public peace by respecting human rights (Article 4 of Law Number 2 of 2002). The National Police of the Republic of Indonesia is a state instrument responsible for maintaining public security and order, enforcing the law, and providing protection and patronage to the community in order to maintain domestic security (Article 4 of Law Number 2 of 2002). The primary duties of the National Police of the Republic of Indonesia are to maintain public security and order, enforce the law, and provide protection, patronage, and service to the community (Article 13 of Law Number 2 of 2002). The Directorate of Water and Air Police (Ditpolairud) of the South Sumatra Regional Police is a work unit under the South Sumatra Regional Police tasked with carrying out police functions in water and air areas. Ditpolairud plays a crucial role in maintaining security, safety, and law enforcement in waters, as well as providing services to communities living in coastal and river areas. Based on the Regulation of the Chief of Police Number 14 of 2018, Ditpolairud Polda Sumsel has the main task of enforcing the law in water and air areas, including investigating and handling criminal acts, water and air patrols, including escorts, and providing assistance and rescue (SAR). Currently, many parties still doubt the performance of the Police because certain police officers continue to commit violations. The Police Leadership has also issued a Regulation of the Chief of the Republic of Indonesia National Police concerning performance assessments for members of the National Police in the Republic of Indonesia National Police with a Performance Management System.

Based on the preliminary data obtained, the Performance Achievement Assessment of the Ditpolairud Polda Sumsel Personnel Members in terms of the quantity of activity achievements has not reached the target, namely the realization of 2.5 activities out of 3 targeted activities. The implementation of water patrols in the Ditpolairud Polda Sumsel area has not been fully implemented due to obstacles encountered during patrols, such as unfavorable weather conditions, which pose risks to the patrols. In addition, in terms of the quantity of activities in assisting ship commanders in implementing patrol activities and water patrol reports in the jurisdiction of Ditpolairud Polda Sumsel, only 2 activities out of 3 targeted activities have been implemented. Based on the statements of several Ditpolairud Polda Sumsel personnel, it was stated that there was no specific policy, resulting in their often being neglected in the preparation of the report. As a consequence, the targets set were not achieved, and the performance of personnel members was less than optimal. Based on preliminary data obtained, the evaluation results of the work of personnel from the Water Police Directorate of the South Sumatra Regional Police (Ditpolairud) showed that the quality of patrol boat patrol activities was only in the good category, or 80% of the 100% target. This was due to the suboptimal routine patrol boat patrol activities, such as washing and cleaning all interior and exterior parts of the boat from bow to stern, maintaining and servicing navigation equipment on the ship, maintaining and servicing the generator on the boat, maintaining and servicing the main engine, warming

up the boat's engine when the boat is not on patrol, and routinely draining water from the hold to extend the service life of the defense equipment. Another phenomenon was found in the Cooperation indicator in the implementation of patrol boat guard duties. Patrol boat guard duties, which include inspecting the dock and boat and checking ropes and borders on the ship, were not carried out optimally. This was due to the fact that some personnel did not take turns guarding and inspecting the dock and boat. The phenomenon of job satisfaction among personnel at the South Sumatra Regional Police's Water Police Directorate (Ditpolairud) is based on what members conveyed, indicating dissatisfaction with job indicators, namely, tasks assigned that do not align with their abilities and interests, and provide little meaning and challenge for them. This mismatch between workload and competency reduces the satisfaction of Ditpolairud personnel at the South Sumatra Regional Police. Another problem was identified in the promotion indicator, which was deemed non-transparent and not based on merit, resulting in unfairness for Ditpolairud personnel at the South Sumatra Regional Police. Furthermore, supervision was often authoritarian or inconsistent, creating psychological stress and reducing the satisfaction of Ditpolairud personnel at the South Sumatra Regional Police.

Regarding the competence variable of Ditpolairud personnel at the South Sumatra Regional Police, members still lack a comprehensive understanding of maritime and airspace laws and regulations, as well as standard procedures for handling some instances in water areas. This leads to technical errors in reporting, prosecution, and case handling. Additionally, in the understanding indicator, there is a mismatch between the knowledge possessed and its application in the field. For example, some members still struggle to implement standard operating procedures in tactical situations, particularly when faced with emergencies or when quick decisions are required. This mismatch suggests that a complete understanding of the context of tasks and responsibilities has not been fully internalized. In the capability indicator, there are still personnel who lack the skills necessary to carry out technical tasks, such as navigation in waters. Additionally, their limited ability to work as a team also becomes an obstacle in the implementation of joint operations. This can compromise the effectiveness of patrols, surveillance, and response to security disturbances in both water and air areas.

Factors affecting personnel of the Ditpolairud Polda South Sumatra also found the low motivation of personnel members in working, problems that occurred in the Personnel of the Ditpolairud Polda South Sumatra found that working relationships at the work location were considered less than good such as the frequent occurrence of internal conflicts and lack of good communication due to the presence of personnel members who brought personal problems into work. In addition, there was a lack of appreciation or reward in the form of praise for their achievements from superiors. This can be seen in superiors who ignored the work results of personnel members who had worked with a complete sense of responsibility, as they were never late in reporting their work results. Another phenomenon that researchers found in indicators of working conditions was inadequate facilities on the ship cleaning equipment that had begun to experience damage, and a lack of air circulation in the workplace, which made it uncomfortable when in the room. A lack of employee motivation will result in dissatisfaction among personnel members, which can lead to a decrease in performance among personnel of Ditpolairud Polda South Sumatra.

2. Literature Review

The Influence of Competence on Job Satisfaction. Job satisfaction, as Colquitt, Lepine, and Wesson ([Izzati & Mulyana, 2019](#)) suggest, is a complex outcome influenced by a variety of

factors. Competence, as defined by [Sutrisno \(2017\)](#) as a combination of knowledge, skills, and attitudes, is just one of these factors. [Widodo and Riyadi \(2020\)](#) have conducted research that unequivocally demonstrates the significant influence of competence on job satisfaction. However, this is not a universally accepted finding, as [Anggraenie, Dwiatmadja and Santoso \(2024\)](#) have shown that competence may not always have a significant effect on job satisfaction. At the Water Police Directorate of the South Sumatra Regional Police, a lack of competence in areas such as knowledge, understanding, and abilities has been observed. This deficiency has tangible effects on employee satisfaction with work, promotions, and supervision, highlighting the practical importance of the research.

The Influence of Motivation on Job Satisfaction. According to [Wijono \(2019\)](#), job satisfaction can be determined by examining several factors that can generate and drive job satisfaction. These factors include personal factors related to motivation. [\(Kasmir, 2019\)](#) defines motivation as a driving force for someone to perform their work, whether the employee has a strong internal drive or external drive, for example, from within the company. Previous research conducted by [Usman and Nurhaeda \(2021\)](#), and [Anggraenie, Dwiatmadja and Santoso \(2024\)](#) showed that motivation significantly influences job satisfaction. This contrasts with research conducted by [Utari et al. \(2023\)](#), which showed that motivation had no significant effect on job satisfaction. Among personnel at the Water Police Directorate of the South Sumatra Regional Police, motivational issues related to work relationships, working conditions, and recognition or rewards were observed. This impacted employee satisfaction with work, promotions, and supervision.

The Influence of Competence on Performance. According to [\(Kasmir, 2019\)](#), factors influencing performance include competence. [Sutrisno \(2017\)](#) defines competence as knowledge, skills, and abilities supported by work attitudes and their application in carrying out tasks and work in the workplace. Previous research conducted by [Widodo and Riyadi \(2020\)](#), [Kamaruddin \(2021\)](#), and [Anggraeny and Sembiring \(2025\)](#) showed that competence significantly influences performance. This contrasts with research conducted by [Rosmaini and Tanjung \(2019\)](#), which showed that competence had no significant effect on performance. A phenomenon occurring among personnel at the Water Police Directorate of the South Sumatra Regional Police (Polda South Sumatra) is a competency issue related to knowledge, understanding, and abilities. This impacts personnel performance in terms of quality, quantity, and collaboration.

The Influence of Motivation on Performance. According to [\(Kasmir, 2019\)](#), factors influencing performance include motivation. [Sutrisno \(2017\)](#) defines competence as knowledge, skills, and abilities supported by work attitudes and their application in carrying out tasks and work in the workplace. Previous research conducted by [Kamaruddin \(2021\)](#), [Lazuardi and Harahap \(2024\)](#), [Anggraeny and Sembiring \(2025\)](#) shows that motivation significantly influences performance. This contrasts with research conducted by [Rosmaini and Tanjung \(2019\)](#), whose results showed that motivation had no significant effect on performance. A phenomenon observed among personnel at the Water Police Directorate of the South Sumatra Regional Police (Polda South Sumatra) involved motivational issues related to work relationships, working conditions, and recognition or rewards. This impacted personnel performance in terms of quality, quantity, and cooperation.

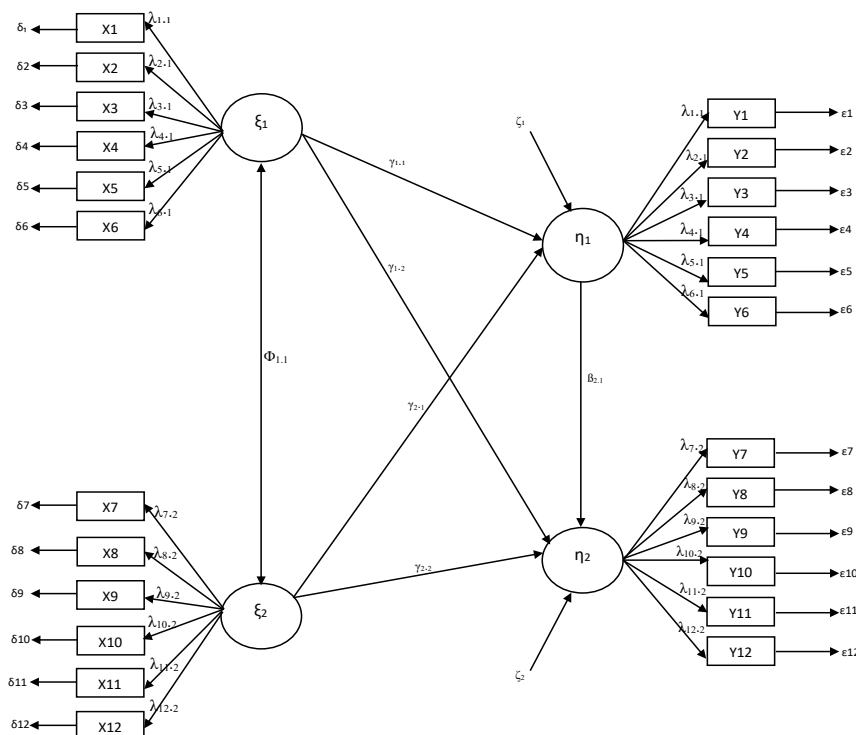
The Influence of Job Satisfaction on Performance. According to [\(Kasmir, 2019\)](#), factors influencing performance include job satisfaction. [Wijono \(2019\)](#) defines job satisfaction as a

level of positive and pleasurable emotion felt by an individual. In other words, job satisfaction is an individual's assessment of their work or positive and pleasurable experiences. Previous research conducted by [Widodo and Riyadi \(2020\)](#), [Lazuardi and Harahap \(2024\)](#), and [Anggraeny and Sembiring \(2025\)](#) showed that satisfaction significantly influences performance. In contrast, research conducted by [Leatemia, Leuhery and Chandra \(2023\)](#) showed that job satisfaction had no significant effect on performance. Among personnel at the Water Police Directorate of the South Sumatra Regional Police, there were issues with employee satisfaction regarding work, promotions, and supervision. This impacted personnel performance in terms of quality, quantity, and cooperation.

3. Research Method

This research was conducted at the Personnel Unit of the Ditpolairud Polda South Sumatra, located at Jl. May Zen No. 8, Sei Lais, Kec. Kalidoni, Palembang City, South Sumatra 30161. The research method employed in this study is quantitative. The independent variable in this study is employee performance, namely (Y2), the intervening variable is job satisfaction (Y1), and the independent variables are competence (X1) and motivation (X2). The indicators of employee performance are quality, quantity, and cooperation. The indicators of job satisfaction are work, promotion, and supervision. The indicators of competence are knowledge, understanding, and ability. The indicators of motivation are work relationships, working conditions, and recognition or awards. The population of this study consists of members of the Ditpolairud Polda South Sumatra personnel, comprising 297 employees. The sample taken in this study was 120 members of the Ditpolairud Polda South Sumatra personnel. The sampling method used in this study is Cluster random sampling. The method used in data collection is a questionnaire. The data analysis technique to measure the variables in this study uses structural equation modeling (SEM) capital equations.

Figure 1. Structural Equation Modeling

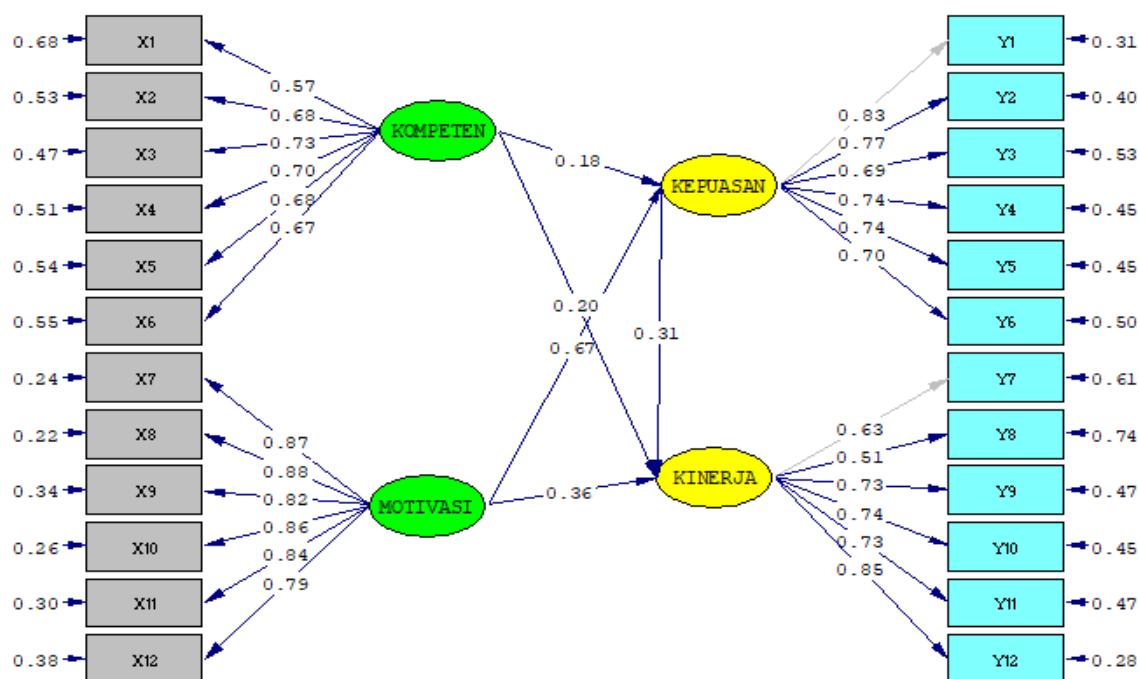


Note:

- ξ_1 : Exogenous latent variable of competency
 ξ_2 : Exogenous latent variable of organizational culture
 ξ_3 : Exogenous latent variable of compensation
 η_1 : Endogenous latent variable of motivation
 η_2 : Endogenous latent variable of employee performance
 γ : Direct relationship with exogenous towards endogenous variable
 ζ : Error term
 β : Direct relationship with endogenous towards endogenous variable
 δ : Measurement error of exogenous variable
 Φ : Covariance matrix of construct
 E : Measurement error of exogenous variable's indicators
 λ : The relationship between exogenous/endogenous variables towards its indicators
 X_1 - X_6 : Indicators of competency
 X_7 - X_{12} : Indicators of organizational culture
 X_{13} - X_{18} : Indicators of compensation
 Y_1 - X_6 : Indicators of motivation
 Y_7 - X_{12} : Indicators of employee performance

4. Findings and Discussions

Confirmatory Factor Analysis. This analysis is conducted on all constructs separately in order to test the measurement model through an evaluation of construct validity and construct reliability. Competency refers to kompeten, motivatio referst to motivasi, work satisfaction refers to kepuasan and employee performance refers to kinerja.



Chi-Square=290.56, df=239, P-value=0.07263, RMSEA=0.043

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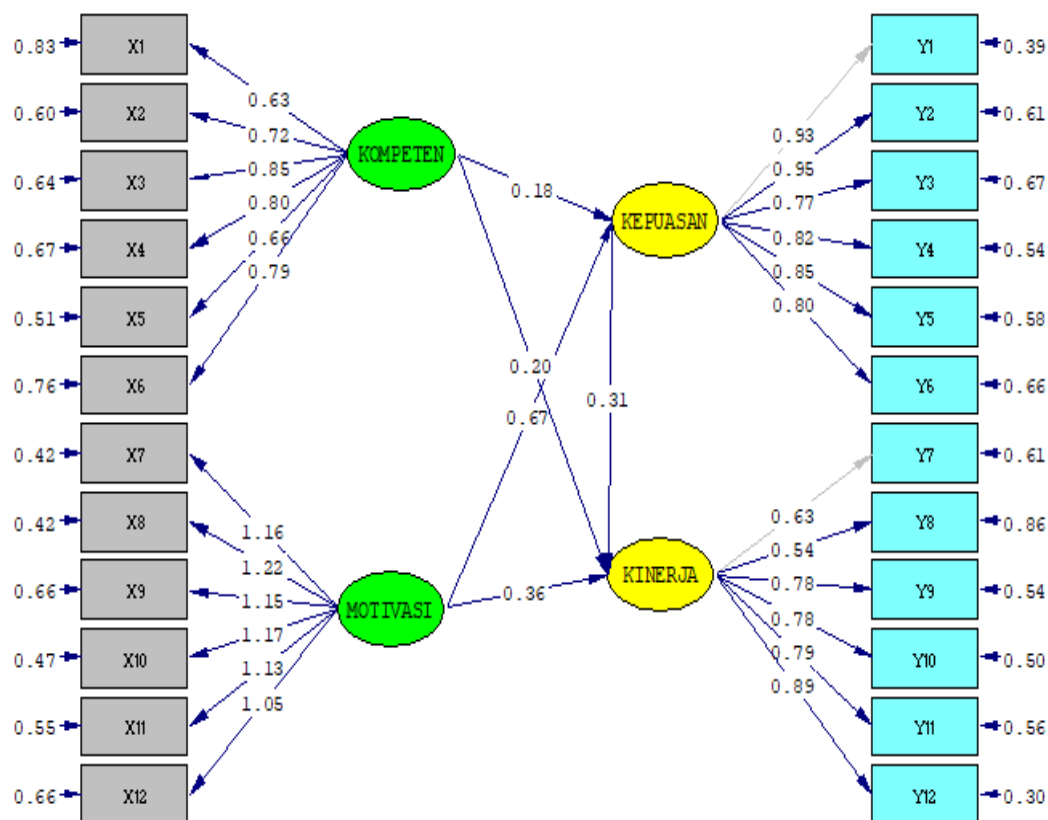
Figure 2. Confirmatory Factor Analysis

The CFA results show that all loading factor variables have values greater than the error value (0.05). This indicates that the initial CFA (Confirmatory Factor Analysis) test has met the requirements for subsequent testing.

Table 1. Goodness of Fit Index

Goodness Of Fit Index	Cut Of Value	Result	Conclusion
P-Value	$\geq 0,05$	0.073	Good Fit
RMSEA	$\leq 0,1$	0.043	Good Fit
GFI	$\geq 0,90$	0.83	Fit
NNFI	$\geq 0,90$	0.98	Good Fit
SRMR	$\leq 0,1$	0.062	Good Fit
IFI	$\geq 0,90$	0.98	Good Fit
CFI	$\geq 0,90$	0.98	Good Fit
RFI	$\geq 0,90$	0.93	Good Fit
NFI	$\geq 0,90$	0.94	Good Fit

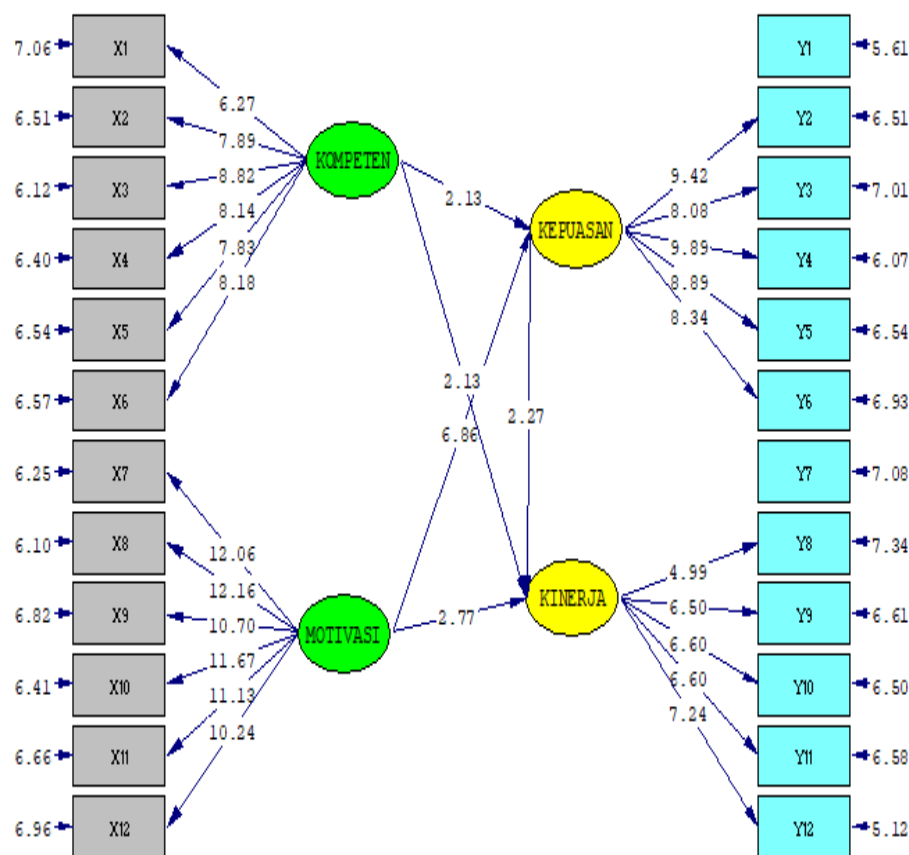
Based on the results of the goodness of fit index, it can be concluded that the model is good because the overall goodness of fit index criteria are in the good fit category.



Chi-Square=290.56, df=239, P-value=0.07263, RMSEA=0.043

Figure 3. Structural Equation Modeling Coefficient

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Chi-Square=290.56, df=239, P-value=0.07263, RMSEA=0.043

Figure 4. Structural Equation Modeling t-value

The Effect of Competence on Job Satisfaction. The t-value is $2.13 > 1.96$, so H_0 is rejected. This means that competence has a significant effect on job satisfaction. The results of this study indicate that an increase in competence will increase job satisfaction. Conversely, a decrease in competence will decrease job satisfaction of personnel at the Water Police Directorate of the South Sumatra Regional Police. These results align with the theory of Colquitt, Lepine, and Wesson ([Izzati & Mulyana, 2019](#)), which states that job satisfaction can be determined by examining several factors that can generate and encourage job satisfaction, including competence. This research aligns with research conducted by [Widodo and Riyadi \(2020\)](#), whose results showed that competence significantly influenced job satisfaction. This contrasts with research conducted by [Anggraenie, Dwiatmadja and Santoso \(2024\)](#), whose results showed that competence had no significant effect on job satisfaction.

The Effect of Motivation on Job Satisfaction. The t-value calculated is $6.86 > 1.96$, so H_0 is rejected. This means that motivation has a significant effect on job satisfaction. The results of this study indicate that an increase in motivation will increase job satisfaction. Conversely, a decrease in motivation will decrease the level of job satisfaction of personnel at the Water Police Directorate of the South Sumatra Regional Police. These results align with the theory of [Wijono \(2019\)](#) that job satisfaction can be determined by examining several factors that can generate and drive job satisfaction, including motivation. This research aligns with research conducted by [Usman and Nurhaeda \(2021\)](#), and [Anggraenie, Dwiatmadja and Santoso \(2024\)](#), which

found that motivation significantly influences job satisfaction. This contrasts with research conducted by [Utari et al. \(2023\)](#), which showed that motivation had no significant effect on job satisfaction.

The Effect of Competence on Performance. The T-value is $2.13 > 1.96$, so H_0 is rejected. This means that competence has a significant influence on performance. The results of this study indicate that increasing competence will improve performance. Conversely, decreasing competence will decrease the performance of personnel at the Water Police Directorate of the South Sumatra Regional Police. These results align with [\(Kasmir, 2019\)](#) theory, which states that competence is one of the factors influencing performance. This research aligns with research conducted by [Widodo and Riyadi \(2020\)](#), [Kamaruddin \(2021\)](#), and [Anggraeny and Sembiring \(2025\)](#). Their research findings indicate that competence has a significant influence on performance. This contrasts with research conducted by [Rosmaini and Tanjung \(2019\)](#), which showed that competence had no significant effect on performance.

The Influence of Motivation on Performance. The T-value is $2.77 > 1.96$, so H_0 is rejected. This means that motivation has a significant influence on performance. The results of this study indicate that an increase in motivation will improve performance. Conversely, a decrease in motivation will decrease the performance of personnel at the Water Police Directorate of the South Sumatra Regional Police. These results align with [\(Kasmir, 2019\)](#), which states that motivation is one of the factors influencing performance. This research is supported by research conducted by [Kamaruddin \(2021\)](#), [Lazuardi and Harahap \(2024\)](#), [Anggraeny and Sembiring \(2025\)](#), which showed a significant effect of motivation on performance. This contrasts with research conducted by [Rosmaini and Tanjung \(2019\)](#), which showed no significant effect of motivation on performance.

The Influence of Job Satisfaction on Performance. It can be seen that the T-value calculation results are $2.27 > 1.96$, so H_0 is rejected. This suggests that job satisfaction has a significant impact on performance. The results of this study indicate that increasing job satisfaction will improve employee performance, and conversely, decreasing job satisfaction will reduce the performance of personnel at the Water Police Directorate of the South Sumatra Regional Police. These results align with [\(Kasmir, 2019\)](#) theory, which states that job satisfaction is one of the factors influencing employee performance. This research is supported by research conducted by [Widodo and Riyadi \(2020\)](#), [Lazuardi and Harahap \(2024\)](#), and [Anggraeny and Sembiring \(2025\)](#). Their research findings indicate that job satisfaction has a significant impact on performance. This contrasts with the research conducted by [Leatemia, Leuhery and Chandra \(2023\)](#), which showed that job satisfaction had no significant effect on performance.

5. Conclusion

It can be concluded that competency and motivation affect work satisfaction and employee performance. Regarding performance variables, it is recommended that agencies conduct technical training and personnel capacity building to support improved work quality. Furthermore, periodic evaluations of personnel assignments are necessary to ensure optimal achievement of assigned work targets. Personnel collaboration can be enhanced by fostering a stronger team culture through team-building activities or communication training. Job satisfaction can be improved through work tailored to personnel's interests and abilities, as well as varied tasks to prevent monotony. Regarding promotions, it is recommended that the promotion system be transparent and based on performance assessments. Meanwhile, supervisory patterns also need to be improved by prioritizing a humanistic and communicative

coaching approach. Competence, particularly personnel knowledge, needs to be enhanced through regular training and seminars on their duties and functions. Understanding tasks and work procedures can be strengthened through discussions and field simulations. Meanwhile, improving work skills needs to be facilitated through hands-on practice and field assignments. Motivation can be enhanced by maintaining strong working relationships and fostering a harmonious, mutually supportive environment through open communication and collaborative activities. Working conditions also need to be improved, particularly by providing adequate facilities and infrastructure.

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