

The Influence Analysis of Competence, Service Quality and Work Environment on Employee Performance with Motivation as an Intervening Variable

(The Personnel and Human Resources Development Agency (BKPSDM) Batu City)

Novita Rizky Elyani Putri

Universitas Merdeka Malang

novitaputri388@gmail.com

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Abstract

The purpose of this study is to describe the impact of competence, quality of service, and work environment on employee performance with motivation as an intervening variable. Several analytical techniques were performed in this study and the analyzes were performed using his SEM data analysis technique using his AMOS application. Descriptive results for competency variables are consistent with the presence of traits in paying attention to employee autonomy in coping with stress, solving work problems, and working overtime. Skills to complete tasks and responsibilities are also approved by employees, and skills with employee confidence, expertise, and communication skills are also approved by Batu City BKPSDM employees. Different service quality pays average attention to reliability, responsiveness, courtesy and reliability, approved by her BKPSDM staff in Batu City to provide the best service in fulfilling duties and responsibilities to do. The physical and psychological work environment is also very influential in determining the performance of BKPSDM employees. This includes lighting work areas, providing good air circulation, avoiding conflicts between employees, and ensuring protection and safety from authorities. Performance variable success is also due to aspects of collaboration, responsibility, and goal attainment, while motivation variable success is done by considering motivations, expectations, and incentives. This is also endorsed by all employees of BKPSDM K Batu City i.e. competence. , Service quality and working environment can improve performance through motivation in BKPSDM Batu City. Competence, quality of service, and working environment have a significant impact on the performance of the Human Resources and Human Resources Development Board (BKPSDM) Batu City employees.

Keywords: Competence, Work Environment, motivation, Business Administration, Management, Personnel,

How to Cite:

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1. Introduction

The implementation of the main duties and functions of Batu City employees is by the Batu City Mayor's Regional Order No. 4 of 2013 to the Inspector General, the Regional Development Planning Agency, and the Batu City Regional Technical Agency. This regulation is inseparable from the Human Resources and Human Resources Development Authority's vision of achieving professional, transparent, and accountable human resource management for Batu City in order to support the implementation of good governance in Batu City.

However, the direct realization of this vision requires improved competencies, service orientation, and a supportive work environment to improve employee performance. The implementation of the work undertaken by the staff of the Batu City Human Resources and Human Resources Development Agency is proceeding smoothly and well organized. There are several factors that affect employee performance, including competence, quality of service, and work environment. Competence is the core requirement employees need to survive in the face of competition. Employees must provide the highest quality service. Employees are also expected to improve their performance by adapting to their working environment. Effective personnel management through competencies, service quality, and work environment can improve employee performance. If competencies and service qualities are supported by suitable work environment factors, they can be well implemented and adapted to work processes.

The Batu Human Resources and Human Resources Development Department (BKPSDM) has not conducted a study to analyze the impact of competence, quality of service, and working environment on employee performance. Evaluating employee performance improvement is very important as it is a key factor in the smooth running of an agency. Employee performance evaluations should be conducted to determine how levels of work scheduling relate to work outcomes, work service orientation, training, and development that need to be aimed at improving performance. Based on the background description above, the problem under investigation was analyzed by Human Resources and Human Resources Development Board (BKPSDM) The impact of competence, service quality, and work environment on employee performance in cities, with motivation as an intervening variable.

2. Related Literature**2.1 Competence theory**

Carter's Williams (2011:57-77) An individual's competence expresses that person's competence and suggests that it encompasses a combination of motivations and characteristics, a person's self-image

and social role, skills and knowledge. From this opinion, it was concluded that individual competence is measured by a person's ability to do a job and consists of a combination of motivation and personality, self-image or social role, skills and knowledge.

From the definition of competency above, we can conclude that the concept of competency is a fundamental characteristic of a person who is able to perform all tasks according to the standards set by the authorities. Competencies include motivations, traits, self-concepts, knowledge, and skills that can predict behavior to accomplish tasks at work. All of them build specific abilities that lead individuals to achieve superiority.

2.2 Quality of Service Theory

Moenir (2002: 26-27) states that "A service is an activity performed by an individual or group of people on the basis of specified criteria, and satisfaction is defined by the ability of the service provider to respond. depends solely on the person or person receiving the service." Get a sense of user expectations. Service quality is a government effort to increase the satisfaction of service users. If the service user is satisfied with the service received, it can be concluded that the government has provided the service in accordance with the government's obligations. Goetsch and Davis, translated by Fandy Tjiptono (2003: 101) Quality is the dynamic state in which service products, people, processes, and environments meet or exceed expectations. Understanding the customer includes public accountability, public accountability mechanisms, what is generally accountable, and how other stakeholders are involved in decision-making. Based on the description of service indicators above, these service quality indicators should be present in organizations operating in the service sector. Quality metrics are used as benchmarks for high-quality service.

2.3 Working Environment Theory

According to Simanjun Tak (2003: 39), the working environment can be interpreted as the totality of the tools that people face, the environment in which they work, and the way they work. , ventilation, lighting, noise, workplace cleanliness, and work equipment adequacy (Isyandi, 2004:134). According to Sedarmayanti (2011:21), the definition of work environment includes all the tools and materials encountered, the environment in which people work, the way they work, and the arrangements for both individual and group work.

The work environment is therefore an integral part of the employee's space, working conditions, work equipment, and work methods. Based on the above definitions, it can be concluded that the working environment affects employee performance because a safe, healthy and comfortable working environment provides psychological benefits to employees. The advantage of the work environment is that it creates passion for work. As a result, work productivity increases. The advantage of working with motivated people is that you can work properly. This means that the work will be completed according to the correct criteria and within the specified time frame. Its performance is monitored by stakeholders, does not require much oversight, and morale is high (Arep, 2003: 103).

2.4 Performance Theory

Mankunegara (2000: 56) states that an employee's performance is the result of the qualitative and quantitative work they have done in carrying out their duties in accordance with their assigned

responsibilities. Achievement is the result of all forms of action and policy in a sequence of actions over a period of time to achieve a goal. According to Robbin, Nawawi (2006: 62), Performance is the answer to the question "What result does someone achieve after doing something?"

Matisse and Jackson (2006: 65) Performance is basically what employees do or don't do. Attention to performance is what organizations need. Accomplishment is not just about getting results, but other aspects of it as a whole should also be taken care of. Prawirosentono (2008:2) are the results of work that can be accomplished by individuals or groups within an organization according to their authority and their respective responsibilities. As part of our efforts to achieve the goals of each organization, we will comply with morals and ethics, not against the law. There are more or less two main prerequisites for conducting an effective performance evaluation. the existence of objectively measurable performance criteria and the existence of objectivity in the evaluation process (Gomes, 2003:136). On the other hand, from the point of view of the performance itself, Songdang Siagian (2008: 223-224) explains that individual performance assessments serve as feedback on various aspects such as competence, fatigue, deficiencies, and potential, which help determine goals, paths, plans, and career development. increase. On the other hand, the results of performance evaluation are of great importance to the organization in terms of decision-making on various matters such as B. Identify needs for education and training programs, recruitment, selection, induction programs, placement, promotion, compensation systems, and various other aspects of the human resource management process.

2.5 Motivation theory

Motivation comes from the Latin word *movere*, which means encouragement, the motive force, or force that provokes an action or action. The word *movere* is often equated with motivation in English, meaning anything or a situation that motivates, creates motivation, or causes encouragement.

George Terry (1996: 256) argue that motivation is an impulse that causes people to act or act in a motivating way that relates to the cause of the behavior's emergence. B. Factors that encourage someone to do or not do something. Motivation can be interpreted as each individual's will to achieve higher status, power, and recognition. Motivation can be seen as the basis for achieving success in many areas of life by increasing capacity and motivation. David McClelland (1997: 256) states that motivation is based on his three dimensions: the need for power (nPow), the need for belonging (nAff), and the need for achievement (nAch). In constructing this theory, David McClelland suggested that the theory of motivational needs is closely related to the concept of learning. He said that motivation is important to the need to develop behaviors that influence the relationship between job performance. It is also the cause. Man Run (1988:

42) states that motives are the supporting forces that motivate people to act, or the forces inherent in a person that causes them to act. Hope is the driving force of man because of the size of his life goals to be achieved. According to Hersey and Blanchard (1995: 40), Hope is the recognition of the possibility of meeting an individual's particular needs based on past experience. Or you can say that there is hope that someone will likely get the results they want by doing the work

2.6 Conceptual Framework of Research Variables

Based on the explanation above, Competency variables are Service Quality, Work Environment, Employee Motivation, and Performance. Then the framework of thought in this study is described

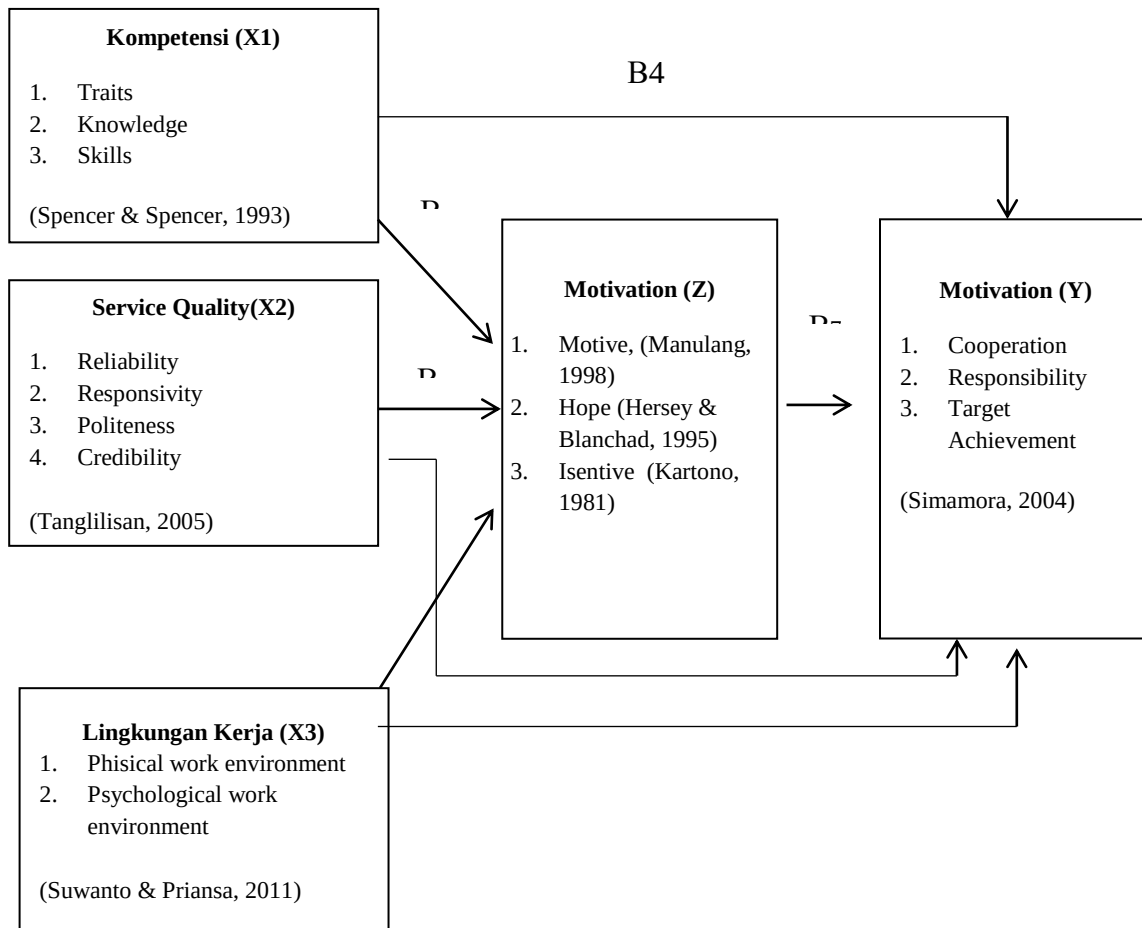


Figure 1. Research Conceptual Frame

Note:

Competence : X1
Service Public Quality : X2
Work Environment : X3
Motivation : Z
Employee Performance: Y

2.7 Research Hypothesis

- H1: It is suspected that Competence, Service Quality, and Work Environment have a significant effect on Employee Performance at the Personnel and Human Resources Development Agency (BKPSDM) Batu City
- H2: It is suspected that Competence, Service Quality, and Work Environment have a significant effect on Motivation in the Personnel and Human Resources Development Agency (BKPSDM) Batu City
- H3: It is suspected that Competence, Service Quality, and Work Environment have a significant effect on Employee Performance Through Motivation at the Personnel and Human Resources Development Agency (BKPSDM) Batu City
- H4: It is suspected that motivation has a significant effect on employee performance in the Personnel and Human Resources Development Agency (BKPSDM) in Batu City

3. Research Method

3.1 Research design

This research design is a strategy to regulate the flow of research so that this research obtains valid data according to variable characteristics and research objectives.

Judging from its objectives, this research is descriptive quantitative research because it aims to obtain an overview and answers to research questions in accordance with the formulation of the problem used. Based on the implementation method, this research is survey research that aims to explain the influence of competence, service quality, and work environment on employee performance with motivation as an intervening variable. In this study, several analytical techniques will be carried out, where the analysis is carried out using SEM data analysis techniques using the AMOS application.

3.2 Research variable

In this study, there are 3 variables consisting of exogenous, endogenous, and intervening variables. These variables are as follows:

- a) Exogenous Variables Competency (X1) Service Quality (X2) Work Environment (X3)
- b) Endogenous Variable: Employee Performance (Y)
- c) Intervening Variable: Motivation (Z)

3.3 Research Instrument Test

Validity test

The validity of an indicator can be stated valid, if the indicators used can measure certain constructs when the Critical Ratio (CR) of the regression weight shows a value above 2.0 with a p-value less than 0.05 (Ghozali, 2012), based on Confirmatory Calculations Factor Analysis (CFA) with AMOS software.

Reliability Test

The reliability test is carried out to find out how far the measurement results remain consistent if the measurement is carried out twice or more for the same symptoms using the same measuring device (Sugiyono, 2008). It is said to be constructed or feasible to use if the reliability value is 2x the standard error value.

Population and Sample

The population in this study were all employees at the Personnel and Human Resources Development Agency (BKPSDM) Batu City, totaling 87 employees. Because the total population of employees at BKPSDM was relatively small, all members of the population became the object of research, this method is known as the census method.

Data analysis technique***Descriptive Analysis***

Descriptive statistical analysis is a way of processing data that is carried out by systematically compiling research data so as to get a simple description of the variables studied and draw general conclusions (Sugiyono, 2010).

Inferential Analysis

The data that has been collected through a questionnaire will be processed with an inferential approach. First, do the tabulation and give the value in accordance with the established system. In this study, quantitative analysis was used using SEM (Structural Equation Modeling) analysis techniques.

3.4 Measurement Model Test (Measurement Model)

A measurement model shows how manifest variables (indicators) represent the latent variable being measured by testing the validity and reliability of the latent variable by confirmatory factor analysis. In this study, we test the validity of constructs by examining their convergent validity. SEM processing in AMOS provides convergence validity by calling factor loading values or lambda parameters (λ). A high factor loading value indicates convergence of the indicators. In addition, the SEM has the value of the squared multiple correlations, that is, the squared value of the correlation between the variable and its measure. Also, this value is multiplied by 100%, the percentage result indicates whether the indicator can explain the structure, and the remaining percentages are explained by intrinsic factors (measurement error in this case). Furthermore, according to Ferdinand of Wijaya (2009:

138), we say that a metric measures the variable it measures if the c.r value in the regression weight table for the metric is greater than twice the standard error (s.e). Apart from considering the c.r value, Santoso (2012: 145) states that the guess column of the regression weights table shows the covariance values between the latent variables and their indices. To find out whether the indicator explains the latent variable, we can perform a hypothesis test. If the indicator probability value is less than 0.05, the null hypothesis is rejected. 3.5 Structural model test (structural model)

Structural model testing aims to determine the percentage of variance for each endogenous variable in the model. This is accounted for by exogenous variables by considering the value of r-squared, the squared multiple correlations. In addition to the R-squared value, structural model evaluation can also be performed by considering the significance of the probability value as a basis for accepting or rejecting the null hypothesis. The significance value used is 5% or $P < 0.05$ (Latan, 2013: 208).

4. Result and Discussion

4.1 Hypothesis Test (Results)

Hypothesis testing was performed by examining the cr values contained in the AMOS output regression weights table shown in Table 4.3. The c.r value is compared to a significance level of 0.05 or ± 2.58 at a significance level of 0.01. If the c.r-value exceeds the t-value calculated at the 0.05 or 0.01 significance level, we can accept the proposed hypothesis. On the other hand, if the c.r value does not exceed the critical values of 0.05 or 0.01, the proposed hypothesis is not significant. The AMOS estimation results are shown in Table 4.12 below.

Table 1. Hypothesis Test Result

			ESTIMATE	S.E	C.R	P	Decision 0,05
Z	←	X1	1.525	0.644	1.610	0.042	Positive Significance
Z	←	X2	1.178	0.097	0.243	0.037	Positive Significance
Z	←	X3	1.561	0.271	0.678	0.038	Positive Significance
Y	←	X1	1.223	0.297	0.743	0.045	Positive Significance
Y	←	X2	1.026	0.045	0.113	0.048	Positive Significance
Y	←	X3	0.511	0.26	0.650	0.049	Positive Significance
Y	←	Z	1.016	0.093	0.233	0.022	Positive Significance

Based on the hypothesis testing results table above, the probability value is 0.05 with a significance level of 5%. If the P value is less than 0.05, the proposed hypothesis is significant, but if the P value is more than 0.05, the proposed hypothesis is not significant. Thus the results of testing using AMOS can be obtained as follows:

- It is suspected Competence, Service Quality, and Work Environment have a significant effect on Employee Performance in the Personnel and Human Resources Development Agency (BKPSDM) of Batu City and it is acceptable.
- It is suspected that competence, service quality, and work environment have a significant effect on motivation in the Personnel and Human Resources Development Agency (BKPSDM) in Batu City, and it is acceptable.
- It is suspected that competence, service quality, and work environment have a significant effect on performance through motivation in the Personnel and Human Resources

Development Agency (BKPSDM) in Batu City.

- d. It is suspected that motivation has a significant effect on employee performance in the Personnel and Human Resources Development Agency (BKPSDM) in Batu City and it is acceptable.

4.2 Discussion

Based on the results of hypothesis testing using AMOS, it shows that Competence, Service Quality, and Work Environment have a significant effect on Employee Performance at BKPSDM Batu City. The second hypothesis shows that Competence, Service Quality, and Work Environment have a significant effect on Motivation in BKPSDM Batu City. In the third hypothesis, competence, service quality, and work environment have a significant effect on performance through motivation as an intervening variable, while the fourth hypothesis shows that motivation has a significant effect on employee performance in BKPSDM Kota Batu.

a. The Influence of Competence, Service Quality, and Work Environment on Employee Performance in the Personnel and Human Resources Development Agency (BKPSDM) Batu City.

Human resources or employees are the most important assets of an organization as they determine the success or failure of an organization in achieving its goals. In addition, the agency always strives to attract qualified employees according to the needs of the organization so that they can properly perform their duties and work.

BKPSDM Kota Batu's Competence, Service Quality and Work Environment Survey results on employee performance show significant results. This is consistent with the use of competence in organizations aimed at shaping and developing (Hutapea and Nurianna, 2008). This is also reinforced by the definition of competence as an underlying characteristic of an individual and related to the effectiveness of an individual's performance at work (Spencer & Spencer, 1993).

b. The Influence of Competence, Service Quality, and Work Environment on Employee Motivation in the Personnel and Human Resources Development Agency (BKPSDM) Batu City.

Employee Competence in Employee Expertise is a professional requirement to improve the acquisition of various skills, expertise, and knowledge. Labor activity for the proper performance of work. There is, competencies, i.e. motivation, intellectual skills, organizational culture, Beliefs, and values (Zwell 2008). Quality service and work environment are very good support. This is because the working environment is the environment in which employees perform their daily work, and it can be said that the working environment is good if it is healthy, comfortable, safe, and safe for employees. 2005) are in agreement. I have fun when I finish work. Workplace comfort can increase employee motivation to work, and hypothesis testing results indicate that this is important.

c. The Influence of Competence, Service Quality, and Work Environment on Employee Performance through Motivation at the Personnel and Human Resources Development Agency (BKPSDM) Batu City.

The variables in this study are Competency, Service Quality, and Work Environment on Employee Performance through Motivation showing significant results on Employee Performance through Motivation. This is in line with the opinion of Sindang Siagian (2008) who argues that performance acts as feedback on various matters such as abilities, fatigue, deficiencies, and potential which in turn are useful for determining goals, paths, plans, and career development.

Employee motivation is seen as a mental drive that drives and directs human behavior, including learning behavior (Mudjiono 2009). This is in line with the results of the Competency, Service Quality, and Work Environment hypothesis test on Employee Performance through Motivation shows significant results. The learning process has appropriate competencies, maximum service, and a good and comfortable work environment. all the variables in this study can improve employee performance supported by high employee motivation.

d. The Effect of Motivation on Employee Performance in the Personnel and Human Resources Development Agency (BKPSDM) Batu City.

Motivation is an impulse that makes people act or behave in motivational ways that refer to the causes for the emergence of behavior such as the factors that encourage someone to do or not do something (Terry, 2009). This is in line with the existence of motivational goals according to Malayu SP Hasibuan (2006: 146) which reveals that motivational goals can increase employee work productivity, increase employee loyalty, creativity and participation as well as heighten employees' sense of responsibility towards their duties.

Performance is the result that can be achieved by a person or group of people in an organization, which is in accordance with the authority and responsibility of each in an effort to achieve organizational goals. In addition, it does not violate the law and is in accordance with morals and ethics (Prawirasentono, 2008). One of the factors that influence performance is motivation. Willingness to issue a high level towards organizational goals is conditioned by the ability of efforts to meet an individual need (Boudreau and Milkovich 1997:99). This will greatly affect employee performance. The existence of this opinion is also in line with the results of hypothesis testing which shows that motivation has a significant effect on employee performance.

5. Conclusion

The description of the competency variable is consistent with the existence of the trait by paying attention to it Self-sufficiency of employees to cope with stress, solve language problems and work after hours. Skills to complete tasks and responsibilities are also approved by employees and skills with employee confidence, expertise, and communication skills are also approved by her BKPSDM employees in Batu City. Different service quality pays average attention to reliability, responsiveness, courtesy, and reliability, approved by her BKPSDM staff in Batu City to provide the best service in fulfilling duties and responsibilities to do. The physical and psychological work environment is also very influential in determining the performance of BKPSDM employees. This includes working area lighting, good air circulation, absence of conflicts between employees, and receipt of protection and safety from authorities. Ability, and service quality, as approved by all BKPSDM Kotabato

employees for performance variables and motivation variables considering aspects of collaboration, responsibility, and goal attainment by paying attention to motivations, expectations, and incentives, and BKPSDM Kota Stone provide a work environment that can improve performance through motivation.

Competence, quality of service, and working environment have a significant impact on the performance of Batu City employees at the Human Resources and Human Resources Development Board (BKPSDM). **c.** Competence, quality of service, and work environment have a significant impact on motivation Human Resources and Human Resources Development Board (BKPSDM) Batu City. **d.** Competence, quality of service, and working environment have a significant impact on employees.

Results of Motivation in Human Resource Development Agency in Batu City (BKPSDM).

Motivation has a significant impact on employee performance in the areas of human resources and people Batu City Resources Development Board (BKPSDM).

Human Resources and Human Resources Development Board (BKPSDM) In order to improve the performance of Batu City staff, the director, secretary, and heads of departments will further optimize human resources and human resource development talents. bottom. Agency (BKPSDM) Batu City by respecting what it can Improve employee performance. Potential researchers wish to study the impact of competence, quality of service and work environment on employee performance through motivation as an intervening variable and also influence employee performance and motivation as an intervention variable. Other unstudied variables that have been reported to give should be added. This research can benefit the public and can be further developed by adapting the development of the place where the research takes place, allowing BKPSDM Batu City to assess competence, quality of service, working environment, and The basis for applying it to performance. BKPSDM helps in Batu City.

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