

## **The Influence of Motivation and Competency to Performance of Civil Servants and the Effect of Working Satisfaction in the Directorate Environment of TNI Laws**

**Ahmad Badawi Saluy<sup>1\*</sup>, Cahyo Wibowo<sup>2</sup>**

<sup>1</sup>Postgraduate Program, Universitas Mercu Buana, Indonesia

<sup>2</sup>Magister Management, Universitas Mercu Buana, Indonesia

**\*Corresponding author**

*Ahmad Badawi Saluy*

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**Abstract:** This study aims to analyze the Influence of Motivation and Competence on Performance and Its Influence on Job Satisfaction in the Environment of the Directorate of Law of the Army. This secondary research data is taken from the data of the Directorate of Law of the Army of the last 2 (two) years, that is in 2015 - 2016, while the primary research data in the form of questionnaires was taken in the fourth quarter of 2017. The sampling technique used is convenience sampling. The total population 64 civil servants were taken entirely as a sample in the research questionnaire. The method of analysis used is the method of Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results showed that motivation and competence have positive and significant effect on Satisfaction, Motivation have positive and significant effect to Performance, Competence has no significant effect to Performance. Motivation through Satisfaction and Motivation together job satisfaction has a positive and significant effect on Employee Performance. Furthermore, competence through Job Satisfaction and Competence together Job satisfaction has a positive and significant impact on Performance.

**Keywords:** Motivation, Competence, Satisfaction, Performance.

### **INTRODUCTION**

State apparatus resources become vital elements for Government and development in Indonesia. Civil Servants (PNS) is a State Apparatus that became a serious concern in the current government of Bureaucratic Reform.

Changes that occur in the formation of quality work of civil servants is regulated in Law No. 5 of 2014 Article 75 that the realization of professional performance of civil servants ensures the welfare of civil servants in the work environment. The higher the performance of a civil servant, the higher remuneration obtained. The Management of civil servants based on performance is also regulated in Government Regulation No. 11 of 2017 which regulates the competence, rank, position, discipline, reward and payroll of civil servants.

According to Dessler [1], performance appraisal means current evaluation or past employee performance. Standard performance and performance appraisals also always assume that employees understand what their performance standards are, and supervisors also provide employees with feedback, and the incentives needed to help the person eliminate poor performance or continue to perform well.

Based on research conducted by Muogbo US in The International Journal of Engineering and Science (IJES), Volume 2 (7) Jun 2013, on The Impact of Employee Motivation on Organizational Performance (A Study of Some Selected Firms in Anambra State of Nigeria) revealed Results obtained from the analysis indicate that there is a relationship between work motivation and organizational performance. This suggests that the intrinsic and extrinsic motivations given to workers in an organization have a significant effect on the worker's performance.

Motivation is the values that must be internalized to all personnel in order to realize that they are the skilled workers needed for unit progress, while the competence is literally derived from the word competence which means skill, ability and authority. Etymologically, competence is defined as the dimension of skill behavior or the superiority of a leader or staff that has skills, knowledge and good behavior [2]

According to Wibowo [3], Competence is an ability to perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence shows the skills or knowledge characterized by professionalism in a particular field as the most important.

Job satisfaction reflects a person's attitude towards his work. This is proved in the employee's positive attitude to the job and everything faced the work environment. Head of Personnel or management must constantly monitor job satisfaction as this may affect absenteeism, labor turnover, morals, grievances and other vital personnel issues.

According to [4], Job satisfaction is a positive or negative attitude that individuals do to their work. Job satisfaction is a very important thing that must be owned by someone in the work.

## **REVIEW OF LITERATURE**

### **The definition of Motivation**

Each institution or organization has a purpose. In achieving the goals, they require human resources that have high motivation. The term of motivation comes from the Latin word "Movere" which means "move" or drive force. According to Bangun [5], motivation is a condition that encourages others to be able to perform tasks in accordance with its function within the organization".

According to Jerald Greenberg and Robert in Wibowo [6], motivation is a series of processes that generate, direct and maintain human behavior to the achievement of goals. Wibowo [6] more specifically defines that motivation is the impetus to a series of processes of human behavior on the achievement of goals.

### **Competence**

Competence can be defined as an ability to perform a job or task based on skills and knowledge and supported by the work attitude required by the job. In the context of HR management, the term competence refers to the attributes / characteristics of a person who makes it successful in his job. According to Palan in Gaol [7], the term competency refers to a state or capable and appropriate.

Based on the law of government number 101, 2000 cited by edi sutrisno [2], The competence is the ability and characteristics of Civil Servant such as knowledge, attitudes of behavior required in the task and position (article 3).

### **Job satisfaction**

According to Edy Sutrisno [8] Job satisfaction becomes an interesting and important problem because it gives great benefits for the interests of individuals, industry and society. For individuals, researches about the causes and sources of job satisfaction allows for the promotion of their happiness. For industry, research on job satisfaction is conducted in order to increase production and cost influence through improving attitudes and employee behavior. Furthermore, the public will certainly enjoy the results of the maximum capacity of the industry as well as the rising human value within the work context.

Ricahard, Robert and Gordon [9] emphasize that job satisfaction relates to a person's feelings or attitudes about the job itself, salary, promotional or educational opportunities, supervision, coworkers, workload and so on. He went on to point out that job satisfaction relates to the attitude of a person about work, and there are several practical reasons that make job satisfaction becomes an important concept for the leader. Research shows that satisfied workers are more likely to survive work for the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles and reduce workload and stress levels in the organization.

### **Employee Performance**

Wibowo [10] defines performance as a statement of the extent to which a person has played his or her role in carrying out an organizational strategy, whether in achieving specific targets related to the role of an individual or in demonstrating those competencies declared relevant to the organization in a particular role, or more generally. Related to construction services, employee performance can be defined as the extent to which an employee works optimally in accordance with his or her ability to achieve institutional objectives.

### **Framework**

Based on the description of the literature review on the influence of motivation, competence on employee performance and job satisfaction as intervening, it can be arranged theoretical framework in this research as presented in this picture:

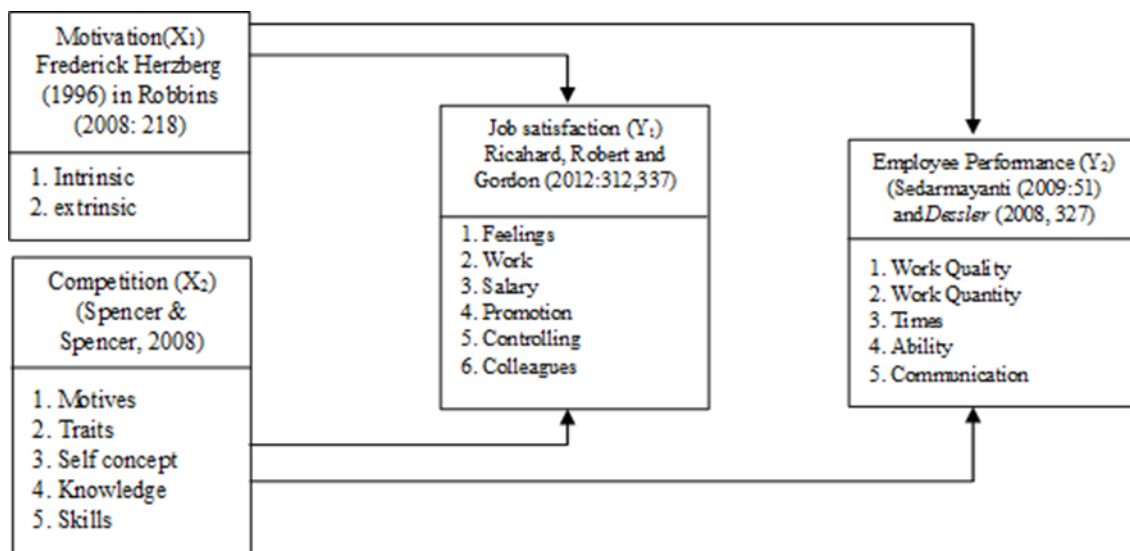


Fig-1: Framework

## RESEARCH METHODS

### Research design

Research is a scientific way to get data with a specific purpose and usefulness [11]. Scientific means research based on the characteristics of science that is rational, empirical, and systematic. Rational means it is conducted in a reasonable way. Empirical means it can be observed by the human senses. Systematic means using certain logical steps [12].

The type of research method used is quantitative descriptive method meaning the method in the research of a group of people, a system of thought or a class of events in the present to create a description, description of an event systematically, factually and accurately about the facts, traits and the relationship among the phenomena to be researched.

Research Design used is a survey method with a questionnaire tool based on the perception of respondents according to Likert scale. The Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this study, the phenomenon raised by the author is a phenomenon on the PNS Directorate of Army Law set as a research population.

### Variable and Measurement Research

The research variable is everything formulated as an attribute or the nature or value of the person, object or activity that has been determined by the researcher to be studied so that obtained information about it. Then it takes the conclusion [11]. Research variables in the study can be distinguished as follows:

- Independent variable, this variable is often referred to as stimulus, predictor, or antecedent variable. In the Indonesian language is often referred to as independent variables because these independent variables are the variables that cause change or the emergence of the dependent variable (bound). The independent variables in this study are Motivation (X1) and Competence (X2).
- Intervening variables, these are variables that affect (strengthen and weaken) the relationship between independent variables and dependent ones, but these can't be observed and measured. Intervening variable in this research is Job Satisfaction (Y).
- Dependent variables. These variables are often referred to as output variables, criteria, or consequent. In the Indonesian language, these are often referred to as a dependent variable. The dependent variable is the variable that is influenced because of the independent variables. The dependent variable is Employee Performance (Z).
- The phenomenon observed in this research is whether the performance condition of civil servants of the Directorate of Army Law is influenced by the condition of Motivation and Competence or not. The expected conclusion is there is an influence between Motivation (X1) and Competence (X2) on Job Satisfaction (Y1) and it has implications on Employee Performance (Y2).

### Conceptual Definition

In this research, the researcher performs the measurement to a variable by using research instrument. After that, it is continued to the analysis to find the relationship between a variable to other variables. From some literature review which has been done by writer, so the explanation about conceptual of variable which is studied in research is as follows

**Table-1: Definition of conceptual variable of the research**

No	Variables	Definition
1	Motivation( $X_1$ )	Motivation is a condition that encourages others to be able to perform tasks in accordance with its function within the organization [13].
2	Competence ( $X_2$ )	Competence can be defined as the underlying characteristics of a person related to the effectiveness of individual performance on the job, or the basic characteristics of individuals who have a causal relationship or a causal criteria referenced, effective or excellent or superior performance at work or in certain situations [14].
3	Job Satisfaction ( $Y_1$ )	Job satisfaction is a pleasant or unpleasant emotional state of employment [15].
4	Performance ( $Y_2$ )	Performance is the result of work that has a strong relationship to the organization's strategic goals and it contributes to the economy [16].

**Operational definition**

The operational definition is the explanation of the concept of research variables in a measurable detail (research indicator) as follows:

**Table-2: Definition of operational variable of the research**

No	Variables	Dimensions	Indicators
1	Motivation ( $X_1$ )	a. Responsibility b. Achievement c. Recognition d. Work condition e. Salary and wages	Have a perceived and given responsibility to an employee. Have the possibility of employees get job performance, achieve high performance. Have acknowledgment Given to employees for the performance achieved. Degree of dealt condition that Has conformity of working conditions with the implementation of job duties. Have the fairness of the received in return for its performance.
2	Competence ( $X_2$ )	a. Motives b. Trait c. Self-Concept d. Knowledge e. Skills	Encouragement of economic necessity. Encouragement of social needs. The urge of psychological need. Character. Character. Appearance. Speech language. Behavior. Knowledge of work procedures. Knowledge of technical work. Administrative skills. Managerial skills. Technical skills. Social skills.
3	Satisfaction ( $Y_1$ )	a. Feelings b. Work c. Salary d. Promotion e. Colleagues	Have an attitude in doing the job. Have a job response. Have satisfaction in receipt of salary. Have an opportunity in education for promotions. Have comfort with the surroundings.
4	Performance	a. Work Quality b. Work quantity c. Times d. Ability e. Communication	The quality of work and compliance with employment standards results. The quantity of work and compliance with employment standards results. Completion of work / tasks on time and achieved in accordance with the target. Being able to complete the work in accordance with what is expected and can complete the work with practical and neat. Able to communicate well with superiors and fellow co-workers.

**Data collection and Population**

**Population Research**

Arikunto [17] argues that the population is the overall subject of the study. Population is a generalization region consisting of objects or subjects that have certain characteristics that are expected by researchers to be studied and then taken conclusions [18]. In this study, the population used is civil servants in the Directorate Law of the Army. The total population is 67 respondents.

### **Sample Research**

The sample is a part of the number and characteristics possessed by the population [11]. In other opinion, the intended sample or sample is the partial or representative of the population studied. The determination of sample size in this study is based on the opinion of Arikunto [17] is as follows "for a mere estimation, so if the subject is less than 100, all subjects are included so that the research is population research. Furthermore, if the subjects are much, the subjects are taken between 10 -15% or 20- 25% or more ".

The opinion of Arikunto [17] is supported by Sugiyono [19] which states "the more much number of samples approaching the population, the smaller probability of mistakes of generalization. In contrary, the smaller number of samples away from the population, the greater error of generalization.

Based on the concept mentioned above, Due to the population is less than 100, the researchers took a total sample of 67 civil servants. It is expected to meet the requirements in sampling.

### **Population and Sampling Method**

This study uses data obtained through respondents, where respondents will provide a written response to a given statement. The types of data used in this study are:

- Primary Data which is data obtained from direct collection from the field (not through mediator), in the form of individual (group) subject or group opinion, observation of an object (physical), event or activity, and test result. In this research is data about respondent's opinion about motivation, competence, job satisfaction, and employee performance.
- Secondary Data which is data obtained indirectly through intermediaries (obtained and recorded by other parties). In this study, secondary data only supports initial data collection as research output or library research

There are two things that can affect the quality of research results, namely the quality of research instruments and quality data collection. The quality of research instruments is concerned on the accuracy of ways of collecting data. Data collection techniques can be conducted by interview questionnaire observation, and the combination of them. Data collection techniques used in this study are:

### **Questionnaire**

Questionnaire is a method of collecting data conducted by giving questions to respondents with questionnaire guidance. According to Masydzulhak [20], the questionnaire is a list of written questions that are used to extract data and obtain information from respondents in accordance with the object of research, or things he knows. In this study, it is used closed questionnaire. The answer has been provided by researchers and respondents just choose the answer. Questionnaire is used to retrieve data about the motivation, competence, satisfaction and employee performance variables. The weighting is using the Likert scale using 5 scales, Strongly Agree (SA), Agree (A), Less Agree (LA), Disagree (DA), and Strongly Disagree (SDA) for each respondent's answer on each variable investigated. In this questionnaire, there will be a draft statement that is logically related to the research problem and each statement will be started based on the specified weight. For the weighting of positive statements, the assessment is as follows:

- If the answer Strongly Agree (SA) then the score/value 5.
- If the answer Agree (A) then the score is 4.
- If the answer Less Agree (LA) the score is 3.
- If the answer disagrees (DA) the score is 2.
- If the answer Strongly Disagree (SDA) then the score is 1.

### **Observation**

Observation is a research method in which the researcher conducted a direct observation on the object of research.

### **Library Studies**

Literature study is data collection is conducted by reading books, literature, journals, references related to this research and previous research related to research being conducted.

### **Data analysis method**

#### **Validity Test Instrument**

Validity testing is performed to test the measuring instrument or questionnaire used valid or invalid. A questionnaire is valid if the question on the questionnaire is able to reveal something that the questionnaire will measure [21]. Validity test in this research is conducted by one shot method, that is the questionnaire given once to the respondent

then the data is analyzed. The ordinal score of each question item tested for its validity is correlated with the overall ordinal score of the item. Product Moment Correlation put forward by Person as follows:

$$r = \frac{\sum X_i Y_i - 1/n(\sum X_i)(\sum Y_i)}{\sqrt{(\sum X_i^2 - 1/n(\sum X_i)^2) [\sum Y_i^2 - 1/n(\sum Y_i)^2]}}$$

Explanation

- r = Correlation coefficient
- $\sum X_i$  = Total score of each item
- $\sum Y_i$  = Total score of all item
- n = Total respondents

Based on the validity test, it is stated that all statements of each variable are valid. Therefore, all statements can be used for further discussion. Valid or not questionnaire is measured by using the provision r (correlation coefficient), as follows:

- If  $r_{count} \geq r_{table}$  then it is valid
- If  $r_{count} < r_{table}$  then it is invalid

To give interpretation of relationship level (correlation coefficient), it is used guidelines by Sugiyono (2012), namely:

- r: 0.00 - 0.199 it means very low level of relationship
- r: 0.20 - 0.399 it means low level of relationship
- r: 0.40 - 0.599 it means moderate level of relationship
- r: 0.60 - 0.799 it means strong level of relationship
- r: 0.80 - 1,000 it means very strong relationship level

### Reliability Test Instruments

Test Reliability is a tool to measure a questionnaire that is an indicator of the variable or collision [21]. A questionnaire is reliable or if one's response to a statement is consistent or stable over time. The way used to test the reliability of the questionnaire in this study is measuring reliability by statistical test Cronbach Alpha. The way used to test the reliability of questionnaires in this study is by statistical test Cronbach Alpha as follows:

$$R_a = \frac{k}{k - 1} \left[ 1 - \frac{\sum S_i^2}{St^2} \right]$$

Explanation

- Ra = Reability using Alpha Cronbach equation
- k = total question items
- Si2 = Item statement 1
- St2 = Total test score from the total of respondents

The criteria for assessment of reliability test are as follows [21]:

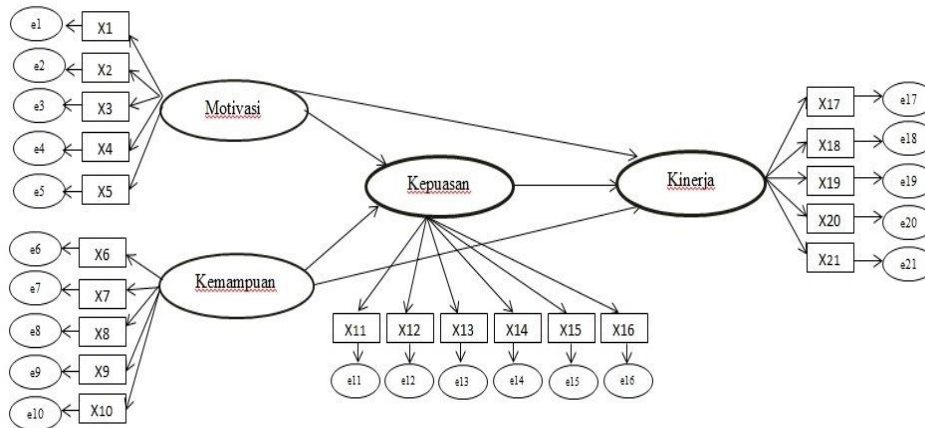
- If the Alpha coefficient result is greater than the significance level of 70% or 0.7 then the questionnaire is reliable.
- If the Alpha coefficient result is smaller than the significance level of 70% or 0.7 then the questionnaire is not reliable.

### Inferential Analysis

To test the hypothesis and to produce a fit model, this study uses Structural Equation Modeling (SEM) with a variance based or component-based approach with Partial Least Square (PLS). When the structural model to be analyzed meets the recursive model and the latent variable has a formative, reflexive or mixed indicator, then the most appropriate approach used is PLS.

In the PLS structural model the relationship among latent variables, it is called the inner model, while the measurement model (reflexive or formative) is called the outer model. On the other hand, within SEM, it is not clearly differentiated between the two, however there is an overall model term for the whole, that is a combination of structural model relationships between latent variables and measurement models with CFA (confirmatory factor analysis). The steps in the PLS analysis are as follows:

- Development of theory-based model. The development of concept-based models and theories in order to analyze the relationship between exogenous and endogenous variables has been elaborated in a conceptual framework.
- Development of Path Diagram.
- The theoretical models that have been built in the conceptual framework are then drawn in a flowchart that functions to show the relationship between exogenous and endogenous variables.



**Evaluation of Goodness of Fit Model PLS**

At this stage, there will be testing the suitability of the model through a variety of goodness-of-fit criteria. Partial Least Square (PLS) does not assume a particular distribution for parameter estimation so that parametric techniques to test the significance of parameters are not required. The structural model or inner model is evaluated by looking at the percentage of the variance described by looking at R2 (R-Square) exogenous variable or latent dependent variable by using Stone-Geisser Q Square test size and looking at the magnitude of its structural path coefficient. The stability of this estimate is evaluated using the t-statistic test obtained via the bootstrapping procedure.

Goodness of fit - Reflexive / formative measurement model (Outer Model)

- Convergent Validity, the correlation between the score of reflexive indicator and the score of latent variable score. This study uses 0,5 to 0.6. It is considered sufficient because it is the first stage of development of measurement scale and the number of indicators per variable is not large that is from five to six indicators.
- Discriminant validity, reflexive indicator measurement based on cross loading with latent variables. This is another method to compare the square root of average variance extracted (AVE) value of each variable with the correlation between other variables in the model. If the initial measurement score of the two methods is better than the score of the other variables in the model, then it can be concluded that the variable has a good discriminant validity score or vice versa. Accordingly, the recommended measurement values should be greater than 0.50. Calculation of Average Variance Extracted (AVE) value is accounted by the following formula:

$$AVE = \frac{\sum X_i^2}{X_i^2 + \sum_i var(E_i)}$$

Explanation

AVE = measuring the amount of variance that the construct can capture compared to the variance caused by the error

$\sum \lambda_i$  = Component Loading to Indicator  $var(\epsilon_i) = 1 - \lambda_i^2$

Composite reliability, a block indicator that measures the internal consistency of a variable-forming indicator indicates a degree unobserved common latent. The acceptable limit value for the composite reliability level is 0.7 although it is not an absolute standard.

$$\rho_c = \frac{(\sum \lambda_i)^2 \rho_c}{(\sum \lambda_i)^2 + \sum_i var(\epsilon_i)}$$

Explanation:

P c = Composite reliability

$$\sum \lambda_i = \text{Component loading to indicator}$$

$$= 1 - \sum \lambda_i$$

Goodness of Fit - Structural relationship between latent variables (Inner Model)

**R - Square**

The structural model is evaluated by using R - Square for the dependent contract. In assessing the R-Square model with PLS, the interpretation is the same as the interpretation of the regression. The change of R - Square value can be used for the value of the influence of the latent independent variable to the latent dependent variable whether it has substantive influence. It is formulated by the formula below:

$$f^2 = \frac{R^2_{\text{included}} - R^2_{\text{excluded}}}{1 - R^2_{\text{included}}}$$

Explanation

$R^2_{\text{included}} - R^2_{\text{excluded}}$  = R-Square of the latent variable dependent

$f^2$  = Influence of predictors of latent variables\*) 0.02 (small), 0.15 (medium), 0.35 (large)

**Q - Square**

Q - Square predictive relevance for a variable model that measures how well the observed value is generated by the model and its parameter estimation. Conversely, if the value of Q - Square <0, indicates the model lacks predictive relevance. Calculation of Q - Square is done by the formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2)$$

Explanation

$Q^2$  = Q - Square Predictive Relevance

$R1^2 \dots Rp^2 \dots$  = R - Square the endogenous variable in the model

$\Sigma var$  = Total score / entire item

**Assessment Criteria Partial Least Square Model (PLS)**

**Table-3: Criteria for Assessment of PLS Model**

Number	Criteria	Explanation
1	$R^2$ for endogenous latent variables	a. $R^2 = 0.67$ ; good model b. $R^2 = 0.33$ ; Moderate models c. $R^2 = 0.19$ ; weak model
2	Estimation of path coefficient	The estimated value for the path relationship between the structural models should be significant. This value of significance can be obtained by bootstrapping procedure
3	$f^2$ for effect size / large influence of latent variable	a. $f^2 = 0.35$ ; great influence b. $f^2 = 0.15$ ; medium effect c. $f^2 = 0.02$ ; little effect

Source: Imam Ghazali [21]

**Table-4: Evaluation Criteria of PLS Evaluation of Reflexive Measurement Model**

Number	Criteria	Explanation
1	Loading Factor	The value of the Loading Factor should be greater than 0.70
2	Composite Reability	The value of Composite Reability should be greater than 0.60
3	Average Variance Extracted	Average Variance Extracted value must be above 0.50
4	Discrimination Validity	The AVE square root value must be greater than the correlation value between the latent variables
5	Cross Loading	It is another measure of discriminant validity. It is expected that each indicator block has a higher loading for each latent variable measured than the indicator for other latent variables

Source: Imam Ghazali [21]



**Table-5: Evaluation Criteria of PLS Model Evaluation of Formative Measurement Model**

Number	Criteria	Explanation
1	Significance of the weight value	The estimated value for the formative measurement model should be significant. This level of significance is assessed by the bootstrapping procedure.
2	Multicollinearity	The manifest variable in the block must be tested for multicoll. The value of variance inflation factor (VIF) above 10 indicates there is multicoll

Source: Imam Ghazali [21]

## RESULTS AND DISCUSSION

In accordance with Section 4.1 concerning the Results and Results of Structural Equation Modeling (SEM) Analysis of PLS, the researcher will describe the discussion in accordance with 9 (Nine) designed hypotheses:

### H1: Motivation affects Job satisfaction

Motivation is a condition that encourages others to be able to perform tasks in accordance with its function within the organization. Good motivation will have an impact on the achievement of civil servant performance targets in Ditkumad, while the declining Motivation will be a barrier and slow the achievement of the goals Ditkumad Agency.

The results showed that the variable of motivation have positive and significant effect to job satisfaction variable that the higher the motivation, the higher the job satisfaction. It shows that the Motivation of PNS Ditkumad is a factor that can improve or decrease the quality of Job satisfaction. The results are in line with previous research conducted by Rizwan Saleem, Azeem Mahmood and Asif Mahmood [22], Motivation can be described as a driving force that makes employees satisfied and willing to give the best in what they do.

### H2: Competence effect on Job Satisfaction

Competence is an underlying civil servant in the speed and accuracy of characteristics of an individual connected with the results obtained in a job or in another sense Competence is a deep and embedded personality part of a person and a predictable behavior in various circumstances and job tasks.

The results showed that the Competence variable has a positive and significant effect on the variable of job satisfaction that the higher the competence, the higher the job satisfaction and vice versa. It shows that the competence of employees Ditkumad is a factor that can improve or decrease the quality of job satisfaction. The results are in line with previous research conducted by Dikibo and Prof. B. C. Onuoha [23] shows that competence is significantly related to the size of job satisfaction (affective and cognitive satisfaction) which implies that manifestation of empowerment of employees within the organization can be considered beneficial and important to secure more enthusiastic and cognitive enthusiasts and satisfied employee effectively.

### H3: Job satisfaction affects Employee Performance

Job satisfaction is a pleasant or unpleasant emotional state of work. Job satisfaction reflects a person's feelings toward his or her work meaning that satisfaction with the work itself. Employment by an Employee will result in job satisfaction, internal motivation, high job performance, low level of offense and low turnover labor rates.

The result of the research shows that job satisfaction variable has positive and significant effect on Employee Performance that the higher the job satisfaction, the higher Performance Employees and ice versa. It shows that job satisfaction in Ditkumad is a factor that can cause increase or decrease of Employee Performance score. The result of this research is in line with previous research conducted by Rahmat Darmawan, Musa Hubeis, Dadang Sukandar [24] employee job satisfaction as intervening variable can strengthen indirect influence of motivation variable on Employee performance but not competitor.

### H4: Motivation directly affects Employee Performance

Motivation is a series of processes that generate, direct and maintain human behavior toward the achievement of goals. In other words, motivation is needed for employees in Ditkumad because of factors that encourage someone to carry out their duties in achieving goals and the creation of good performance in Ditkumad.

The results showed that the motivation variable has a positive and significant effect to the employee performance variable that he higher the motivation, the higher Performance Employees in Ditkumad Agency. It shows that Employee Motivation in Ditkumad is a factor that can cause increase or decrease the number of work productivity. The results are in line with previous research conducted by Muogbo U.S [25] Research revealed results obtained from the analysis indicate that there is a relationship between work motivation and organizational performance. This suggests that the intrinsic and extrinsic motivations given to workers in an organization have a significant effect on the worker's performance.

##### **H5: Competence directly has no effect on Employee Performance.**

Competence is generally defined as skill and ability. The basic word itself is competent meaning proficient, capable, skilled. In the context of MSDM management, the term competence refers to the attributes / characteristics of a person who make him successful in his work.

The results showed that the competence variable has no significant effect on the performance. This means that the high competence of an employee has not been able to be a benchmark high the low performance of the employee.

The results are in line with previous research conducted by Septiani; Lim Sanny [26], Employee competence has no significant effect on employee performance.

##### **H6: Motivation through Job Satisfaction has an effect on Employee Performance.**

A factor that affects the achievement of performance is motivation which suggests that the motivation is formed from the attitude of an employee in the face of work situations. Mental attitudes encourage employees to work to achieve maximum performance that is ready for psychologically (ready mentally, physically, objectives, and situation).

The results showed that the variables of motivation through work satisfaction have an effect on Employee Performance. This is because the size of the Employee Performance figures can be determined by the motivation of civil servants in Ditkumad if it gives first impact on job satisfaction.

##### **H7: Competence with through Job Satisfaction has an effect on Employee Performance.**

Competence is as a basic characteristic possessed by someone who directly affects, or can predict, excellent performance. In other words, Competence is what the outstanding performers do more often in more situations with better results than what the average performers do.

The results showed that the variables of Competence through Job satisfaction have an effect on Employee Performance. This is because the size of the Employee Performance Index can be determined by the Employee Competencies of the civil servants in Ditkumad if it gives first impact on job satisfaction.

##### **H8: Motivation and Job Satisfaction simultaneously affect the Employee Performance**

The results showed that there is a significant influence of total motivation and job satisfaction variables on employee performance variable. Therefore, Motivation and Job Satisfaction simultaneously have an impact on Employee Performance.

##### **H9: Competence and Job Satisfaction simultaneously affect the Employee Performance**

The results showed that there is a significant influence of total competence variable and job satisfaction on employee performance variable. Therefore, Motivation and Job Satisfaction simultaneously have an impact on Employee Performance.

## **CONCLUSIONS**

This study aims to examine the influence of Motivation and Competence on Job Satisfaction and its effect on the Performance of PNS of the Directorate of Law of the Army. Based on the results of the study, here are some conclusions:

- Motivation has a positive and significant effect on job satisfaction. This is because the value of t statistic = 2.785 > 1.96.
- Competence has a positive and significant effect on the variable of Civil Servant Satisfaction. This is because the value of t statistic = 2.464 > 1.96.
- Satisfaction has a positive and significant effect on Performance variables. This is because the value of t statistic = 3.523 > 1.96.
- Motivation has a positive and significant effect on employee performance variable. This is because the value of t statistic = 2.458 > 1.96.
- Competence has no significant effect on Employee Performance variable. This is because the value of t statistic = 0.812 > 1.96.
- Motivation has a positive and significant effect on employee performance variable through Job Satisfaction. This is because the value of t statistic = 3.914 > 1.96.
- Competence has a positive and significant effect on Employee Performance variable through Job Satisfaction. This is because the value of t statistic = 2.314 > 1.96.
- It is proven that there is a significant influence of motivation and job satisfaction on employee performance variable.

- It is proven that there is a significant influence of total Competence and Job Satisfaction on Employee Performance variable.

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