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**THE INFLUENCE OF COMPETENCE AND JOB CHARACTERISTICS ON
PERFORMANCE WITH MOTIVATION AS MEDIATING VARIABLE AT
REGIONAL FINANCE AGENCY OF TEGAL CITY**

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Abstract

This study examined the effect of Competence and job characteristics on Performance with motivation as a mediating variable. The population in this study is 105 employees of Regional Finance Agency of Tegal City. The sampling technique is used census. The technique of collecting data used questionnaires with likert scale. Using SPSS version 19.0 the data is analyzed with instrument test, regression analysis for hypothesis test and mediating test. The result shown (1) Competence positively significantly influences motivation; (2) Job characteristics positively significantly influences motivation; (3) Competence positively significantly influences performance; (4) Job characteristics positively significantly influences performance; (5) Motivation is not proven influences on performance; (6) Motivation is not proven as mediating variables the influence of both Competence and Job characteristics on Performance.

Keywords : Competence, Job Characteristics, Motivation, and Performance

Introduction

Performance is the result of work in quality and quantity achieved by an employee in performing his duties in accordance with the responsibilities given to him (Mangkunegara, 2007). Competence has a very important role, because in general Competence concerns the basic ability of a person to do a job (Moeheriono, 2009). During this time many government agencies do not have employees with adequate Competence. It is evidenced by the low performance of employees and the difficulty of measuring the employees performance (Sriwidod and Haryanto, 2010).

Study by Hawi et al(2015) showed that all competencies (leadership, problem solving, strategic competency and the customer focus) were have a positive relationship with the organizations performance in the airline sector in Jordan. The effect of competence on individual employee performance demonstrated by Rantesalu et al (2016) stated that competence positively significantly on performance.

The same result shown by Suryaningsih and Rijanti (2014) stated that Competence have positive influence on performance, this is consistent with the research result of Safwan, et al (2014) Competence have significant effect to performance, but different thing is shown by Supiyanto's research result (2015) that Competence does not influence on performance.

According to Vroom in Sigit (2003) is famous for his the theory of hope in motivation states that performance is a function of motivation and ability. Vroom then developed his theory that one's motivation is influenced by the hope of getting results by doing business. Increasing competence is an effort that motivates a person to improve performance in the hope of getting reward. High competence have a positive affect on high motivation (Elliot et al, 2017). Arumwanti and Ngatemin (2012), Triyanto and Sudarwati (2014) showed that Competence positively significantly influences on motivation. Different results proposed by Ahmadi (2015) that Competence has no effect on motivation.

Research in job design states that the way in which elements in a work organized can increase or decrease efforts (Robbins, 2015), while the effort is an activity conducted in the hope of getting a reward. The job characteristic model was initiated by Oldham and Hackman (1975), which states that work can be described in five key dimension: varying skills, task identity, task significance, independence and feedback. The job characteristics model can be designed to the job, the more the employees will motivated (Daft and Samson, 2014). The result study of A.J. Dubinsky & S.J. Skinner, (1984) showed that Variety and task identity had a positive effect on work motivation, autonomy had a positive impact on job performance.

Asgari research results (2013) shows a positive and significant relationship between job characteristics and internal motivation. Other studies have suggested that job characteristics as predictors of internal motivation (Hadi and Adil, 2010).

Millette & Gagne (2008) stated that job characteristics were related to motivation, satisfaction and performance. The result of Hartiwi's research (2015) shows that job characteristics positively significantly influences on performance, but different results are shown in research conducted by Heriyawan and Setyowati (2015) state that job characteristics have no effect on performance.

Abdulsalam & Mawoli research result (2012) reveals a moderate positive correlation between motivation and teaching performance; and a weak negative correlation between motivation and research performance while the result of Kasenda's research (2013) states that motivation has a significant effect on performance. Dhermawan, Sudibya and Utama (2012) in his research findings stated that motivation has no effect on performance.

Based on data from Regional Finance Agency of Tegal City is not all performance of Regional Finance Agency of Tegal City has reached the target and has not got the opinion of WTP from BPK. Based on the combined phenomenon and the results of different research from one researcher with other researchers then the purpose of this study is to examine the influence of Competence and Characteristics of Work on Performance with Mediation Motivation.

Theoretical Review

Competence according to Spencer and Spencer (1993) is the basic characteristic possessed by an individual who deals causally in meeting the criteria required to occupy a position. Wibowo (2008) states Competence is an ability to carry out or perform a work based on skills and knowledge and supported by the work attitude demanded by the job. Based on Government Regulation No. 101 Year 2000 on the Training of Civil Servant Position that competence is the ability and characteristics possessed by a civil servant in the form of knowledge, skills and behavioral attitude required in carrying out their duties.

Hackman and Oldham (1975) suggest that job characteristics are varied skills, task identity, task significance, independence and feedback made by workers / employees in performing their duties that may affect job satisfaction. Robbins (2015) argues that the theory of job characteristics is an attempt to identify job characteristics of the work, how they are combined to form different occupations and their relationship to motivation, job satisfaction and employee performance. According Robbins (2015), motivation is defined as a process that produces an intensity, direction, and perseverance of individuals in an effort to achieve a goal.

One of the theories of motivation is content theories or sometimes called need theory, which is related to the question of what causes the behavior. These include theories, the hierarchy of needs of Abraham H. Maslow, Frederick Herzberg's two-factor theory, and McClelland's achievement theory (Hendoko, 1995). In this research, the two-factor theory proposed by Frederick Herzberg (1966) suggests that in general, new employees tend to focus on satisfying lower needs in their first job, especially security, after which they will endeavor to meet the needs at a higher level, such as initiative needs, creativity, and responsibility. In his research Herzberg divides the two factors that affect one's work in the organization are factor of satisfaction (Motivator Factor), can lead to satisfaction for workers such as achievement, rewards, work itself, responsibility and progress and factors of dissatisfaction (Hygiene Factor) are non-satisfactory factors, but if enhanced it can reduce dissatisfaction such as policy and corporate administration, supervision, payroll, employment relationship, working conditions, job security and employment status.

Based on the Government Regulation of the Republic of Indonesia Number 46 year 2011 performance is the work achieved by each civil servant in an organization in accordance with the objectives of employee work called Sasaran Kinerja Pegawai (SKP) and work behavior. Employee Work Objectives, which is abbreviated as SKP, is an employee work plan compiled based on the agency's annual work plan and the targets to be achieved from each job assignment by a civil servant covering several aspects namely quantity, quality, time and cost, in accordance with characteristics and activities in each agency, while work behavior includes service orientation, integrity, commitment, discipline, cooperation and leadership.

Relation of Competence to Motivation

Competence is the abilities and characteristics possessed by a civil servant in the form of knowledge, skills and attitudes that are required in performing the duties of his position. (Government Regulation Number 101 Year 2000 on the Training of Civil Servant Position). According Robbins (2015), motivation is defined as a process that produces an intensity, direction, and individual perseverance in an effort to achieve a goal. One of the theories of motivation is the theory of need by Herzberg which is known by the motivator factor and hygiene factor. Based on the theory of hope someone will do something when there is hope that is desired, that is by doing business. One of the efforts done is to have the competencies required by the job.

The results of Arumwanti and Ngatemin (2012), Triyanto and Sudarwati researches (2014) showed that Competence positively significantly influences on motivation.

Hypothesis 1: Competence positively significantly influences on motivation.

Relation of Job Characteristics to Motivation.

Job characteristics are 7 tributes or factors related to occupation (Hackman and Oldham, 1975) consisting of varying skill elements, task identity, task significance, independence and feedback. Characteristics of work related to work motivation (Robbins, 2015). Study of Asgari (2013) showed a positive and significant relationship between job characteristics with internal motivation. Other studies have suggested that job characteristics as predictors of internal motivation (Hadi and Adil, 2010).

Hypothesis 2: Job Characteristics positivey significantly influences on Motivation

Relation of Competence to Performance

Competence is the abilities and characteristics possessed by a civil servant in the form of knowledge, skills and attitudes that are required in performing the duties of his position. (Government Regulation Number 101 Year 2000 on the Training of Civil Servant Position). Work performance is the work achieved by every civil servant in an organization in accordance with the objectives of employee work and work behavior. (Government Regulation No. 46 Year 2011). Safwan, et al (2014) in his research stated that Competence 6 is significant effect on performance, the same thing also revealed by Suryaningsih and Rijanti (2015) state that competence has positive effect on performance.

Hypothesis 3: Competence positively significantly influences on performance

Relation of Job Characteristics on Performance

Job characteristics are jobs related attributes or factors of varying skills, task identity, task significance, feedback and autonomy. He explains how these elements can affect work results and employee motivation. (Hackman and Oldham, 1975). Work performance is the work achieved by every civil servant in an organization in accordance with the objectives of employee work and work behavior. (Government Regulation No. 46 Year 2011). Robbins (2015) states that high levels of occupational dimensions lead to high levels of satisfaction, motivation, and performance, as well as low levels of attendance, and employee turnover. Research conducted by Hartiwu (2015) states that the job characteristics positively significantly influences on performance.

Hypothesis 4: Job characteristics positively significantly influences on performance

Relation of Motivation to Performance

Hersey and Blanchard (1992), Vroom in S 4 t (2003) states performance is a function of motivation and ability. The study by Islam at al (2012) shows a positive and significant relationship between motivation and performance. Similarly, the study conducted by Susan M Were at al (2012) shows that motivation has a positive effect on performance. Kasenda (2013) in his research also found that motivation has a significant effect on employee performance.

Hypothesis 5: Motivation positivey significantly influences on performance.

Methods

The population in this study is 105 employees of the total employees. The sampling technique used is the census of 105 employees of the Regional Finance Agency of Tegal City. Data collection was done by distributing questionnaires to respondents, namely employees of Regional Finance Agency of Tegal City, using Likert scale 1–7. Multiple regression is used to see the effect of Competence variables, Job Characteristic on Motivation and influence of Competence Variable, Job Characteristic and Motivation to Performance partially. The test of mediation effect is done by comparing the direct path coefficient compared with the multiplication of which indirect path coefficient is greater with the condition of all significant pathways (Ghozali, 2011).

Results and Discussion

Based on the results of statistical descriptive test that the majority of respondents is male that is equal to 53.3%, age between 41 to 45 years, 35.2%. This shows that the majority of respondents are still in productive age. Viewed from the level of education, most respondents are educated S1 / D4 is equal to 35.2%. From the level of education means the majority of respondents have sufficient competence. The majority of respondent's working period is long enough in the organization that is in the range of 11 to 15 years, as much

as 30.5%. This indicates that the respondent chooses to stay in the organization rather than move to another institution. Seen from the group, most of them are Group III is 63.8%. This is in accordance with the majority of respondents' education the most that is Bachelor / Diploma IV. As it is known, for educational civil servants it is correlated with rank and class.

Respondents have a good perception of the competence variable, where the average respondent's answer often appears is 6 (agree). The lowest mean is on indicator X1.9 that is "I am friendly leader, co-worker, and subordinate" is 4.87, while the highest mean on indicator X1.3 (5.49) that is "I seek information on matters relating to work". The same thing happened in Respondents' responses to job characteristics variable. Respondents perceive both the variable characteristics of the work with the answers that often arise is 6 (agree) to the question items submitted. The lowest mean is on indicator X2.5 that is "I involve myself in the group to finish the job from the beginning until the job is finished" is at 5.24, while the highest mean on indicator X2.3 (6.05), is "my job requires me to use complex skill (not simple)". Respondents have good perception tends good toward motivation variable. This is seen in the answer that often appears (mode) on the number 5 (somewhat agree). The lowest mean is in indicator Y1.6 that is policy taken by management make me comfortable to work is equal to 4.74, meanwhile highest indicator at Y1.2 (5.32). That is my work is appreciated in the organization. Performance variables are also perceived by the respondent. This is evidenced by the answer that often appears (mode) on the number 6 (agree). The lowest mean is in indicator Y2.5 that I can always perform the task as well as possible and satisfy 4.79, meanwhile the highest indicator on Y2.7 is 5.70 that I always try and be serious in doing the task and give priority to the interest service rather than personal interests.

The questionnaire used as a tool for collecting data has been tested for validity and reliability. Test Validity using factor analysis. The result of validity and reliability test are shown in Table 1.

Table 1
Result of Instrument Test

Validity Test						Reliability Test	
No	Variables	Numbers of item	KMO Score >0,5	Loading Factor, >0,4	Remark	Value of cronbach alpha>0,7	Remark
1.	Competence	9	0,870	All indicators >0,4	Valid	0,931	Reliable
2.	Job characteristics	11	0,809	All indicators >0,4	Valid	0,861	Reliable
3.	Motivation	10	0,814	All indicators >0,4	Valid	0,856	Reliable
4.	Performance	10	0,824	All indicators >0,4 except Y2.7	Valid, except Y2.7	0,862	Reliable

Based on the result of the validity test, all the variables studied have KMO > 0.5 which means that it has met the adequacy of the sample. Based on the loading factor value all items of the variables studied have a value > 0.4, so that all is valid except Indicator Y2.7, which is not included in the next analysis.

Regression test result are shown in the table below:

Table 2
Regression Test Results

Equation Model	Adj R Square	F Test		t Test		Description
		F	Sig	β	Sig	
Y=b1X1+b2X2+e	0,276	20,804	000			Model Fit
Competence on Motivation				0,194	0,038	Hypothesis accepted
Job Characteristics on Motivation				0,426	0,000	Hypothesis accepted
Y2=b3X1+b4X2+e	0,800	139,680	000			Model Fit
Competence on Performance				0,672	0,000	Hypothesis accepted
Job Characteristics on Performance				0,347	0,000	Hypothesis accepted
Motivation on Performance				0,039	0,458	Hypothesis rejected
Mediating Effect				Direct effect	Indirect effect	
First Mediating Model Competence on Performance with Motivation as Mediating Variables				0,672	0,194x0,039=0,008	Motivation isn't mediating variables
Second Mediating Model Job characteristic on performance with motivation as mediating variables				0,347	0,426x0,039=0,017	Motivation isn't mediating variables

Based on Table 2. Competence positively significantly influences on motivation with standardized value of β coefficient as big as 0,194, sig 0,038 <0,05. This means that hypothesis 1 is accepted. This implies that the better the employee's competence the more motivation increases. Vroom in Sigit (2003), states that efforts to do something (motivation) is influenced by the size of expectations. If the business is influenced by high effort then the employee will do the activity to get high first stage outcome. So hope connects the first stage of motivation. This first stage is used to obtain the second stage results. Increased competence is expected to be able to improve his career which in turn will have an impact on obtaining rewards either financial or non-financial. Based on the data of respondents from 2016 to 2017 there was an increase in knowledge of competence, in which the previous employees were 46 senior high school graduation, currently it remained 28 person. There were 32 employees with bachelors degree, but this time there are 34 employees. This phenomenon is also supported by data of respondents that they are trying to find information related to their work. This can be perceived if they add competence then their career will also be better. The results of this study support the results of previous research conducted Arumwanti and Ngatemin (2012), Triyanto and Sudarwati (2014) showed that Competence positively significantly influences on motivation.

Job Characteristics positively significantly influences on motivation with standardized value of β coefficient of 0,426, sig 0,000 <0,05. This means that hypothesis 2 is accepted. This implies that the better the job characteristics the more motivation increases. Based on the data of respondents, the work at the Regional Finance Board of Tegal City requires employees to complete the work that is not simple. This is in line with the opinion of Hackman & Oldham (1975) that the more complex the job requires a variety of skills that will further increase motivation. This condition also supports the previous finding that to complete the job of employees is required to have a higher competence. The results of this study support the research results Asgari, (2013) which states that there is a positive and significant relationship between job characteristics

with internal motivation. The same thing is shown by Hadi and Adil (2010) which states that job characteristics as predictors of internal motivation.

Competence positively significantly influences on Performance with standardized value of β coefficient of 0,672 with sig 0,000 <0,05. This means that hypothesis 3 is accepted. This implies that the better the Competence of employees the better the performance of employees. This is in accordance with the responses of respondents that the work in the Finance section of Tegal City is a complex job, in which a person is required to seek information in completing the work, increasing knowledge and skills as the job demands. By increasing the competence the performance increases as well. The findings of this study are in line with the results of research by Suryaningsih and Rijanti (2014) and Safwan et al (2014) stating that have positive influences on performance.

Job Characteristics positively significantly influences on Performance with standardized value of β coefficient of 0,347 sig 0,000 <0,05. This means that hypothesis 4 is accepted. This implies that the better the characteristics of the job will increase the performance of employees. Employees who are able to identify their work from beginning to end, given independence in completing the work and always evaluated the results of work and given feedback on the results of his work, I try to fix any mistakes that done, so the result becomes better than before. Evident from the responses of respondents who often appear to the performance variables that provide responses agree. This supports the findings of previous research by Hartiw (2015) suggesting job characteristics positively significantly influences on performance.

Motivation has no effect on Performance with standardized value of coefficient β equal to 0,039, sig 0,458 > 0,05. This means that hypothesis 5 is rejected. Most respondents are Bachelor's and majority-class III, age in the productive category so that motivation does not affect the performance. There is a motivation or not they are automatically carry out their work. They are already aware and able to understand their work. They have been given the authority to carry out their work responsibly. The results of this study support previous research by Dhermawan, Sudibya and Utama (2012) which states that the motivation does not effect the employee performance.

The result of path analysis shows that to improve performance more effective can be directly improving competence and improving job characteristics rather than through motivation, because the direct effect greater than indirect effect (Competence on performance, 0,672 > 0,008, Job characteristics on performance 0,347 > 0,017). The effect of competence is more dominant on performance than job characteristics. Thus it means that the Regional Finance Board of Tegal City should improve the competence of employees to improve its performance.

Conclusions

Based on the findings and discussion in the previous chapter then the writers give conclusions of this study. Improve the performance of employees of Tegal City Finance Agency more effectively by improving the competence of employees. Competence positively significantly influences on Motivation. Job Characteristics positively significantly influences on motivation. Competence positively significantly influences on Performance. Job Characteristics positively significantly influences on Performance. Motivation is not proven influences on performance. Motivation is not proven as mediating variables the influence of both Competence and Job characteristics on Performance.

To improve the performance should be done by improving the competence associated with the attitude that is friendly to superiors and colleagues. Characteristics of work that need to be improved is to involve employees in the work team.

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