

The Effect Of Competence And Workload On Motivation And Its Impact On The Performance Of Civil Servants At The Regional Secretariat Of The Regency Of Dharmasraya

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ABSTRACT

This study attempts to examine the effect of Competence and workload on work motivation and its impact on the performance of the Regional Secretariat staff in the Dharmasraya Regency. This study uses descriptive quantitative methods. The study population consisted of 60 employees at the Dharmasraya Regency Regional Secretariat. The data analysis technique is used path analysis. The results showed that the Competence and Workload had a positive and significant effect on Motivation and performance, as well as Motivation as an intervening variable capable of providing increased influence between Competence on Performance. The empirical findings indicate that for the performance of the Regional Secretariat staff in the Dharmasraya Regency, the Regional Secretariat of the Dharmasraya Regency needs to pay attention and focus more on improving the Competency and Workload factors.

Keywords: Competence, Workload, Motivation, Performance

INTRODUCTION

In the perspective of Local Government organizations, aspects of employee performance are very important because they are a measure of the level of achievement of activities in the administration of government functions, implementation of development and services and guidance to the community. One of the problems faced by the Government today, especially the Regional Secretariat of the Dharmasraya Regency in an effort to improve performance is the limited financial capacity and quality of the human resources of the apparatus.

The Regional Secretariat of the Dharmasraya Regency, judging from its performance over the past three years, has experienced an increase in the realization of budget absorption, this can be seen in table 1.1 below:

Tabel 1.1
Budget Target and Realization of the Regional Secretariat of the Regency of Dharmasraya

Year	Target(%)	Realization (%)	Remaining Budget (%)
2016	100	95,37	4,63
2017	100	97,71	2,29
2018	100	97,97	2,06

Progress report of the activities of the Regional Secretariat of the Dharmasraya Regency 2016, 2017 and 2018

From the table above, it can be seen that from the past three years, 2016, 2017 and 2018. The realization of the use of the Regional Secretariat of the Dharmasraya Regency budget has increased from year to year but the programs and activities planned at the beginning of the year by the Dharmasraya Regency Secretariat and supported by an adequate budget has not yet been realized by the staff of the Dharmasraya District Secretariat 100%. This indicates that the performance of the staff of the Regional Secretariat of Dharmasraya Regency is still far below expectations. so it can be concluded that the budget absorption that occurred in the Regional Secretariat of the Regency of Dharmasraya still had obstacles, both from the System and its implementation. So that the target and realization of budget use from year to year cannot be fully realized.

Research purposes

In order for researchers to have a clear direction, it is necessary to set research objectives. The objectives to be achieved in this study are:

1. Test the influence of competence on employee motivation in the Regional Secretariat of the Dharmasraya Regency.
2. Test the effect of workload on employee motivation in the Regional Secretariat of the Regency of Dharmasraya.
3. Test the influence of motivation on employee performance at the Regional Secretariat of the Regency of Dharmasraya.
4. Test the influence of competency on employee performance in the Regional Secretariat of the Regency of Dharmasraya.
5. Test the influence of workload on employee performance at the Regional Secretariat of the Regency of Dharmasraya.
6. Test the influence of motivation as an intervening variable between competency and employee performance in the Regional Secretariat of the Regency of Dharmasraya.
7. Test the influence of motivation as an intervening variable between workload and employee performance in the Regional Secretariat of the Regency of Dharmasraya.

LITERATURE REVIEW

Performance

Performance is a result of work achieved by a person in carrying out tasks assigned to him based on skills, experience and sincerity as well as time (Hasibuan, 2006). A person's performance is a measure of the extent to which a person's success in carrying out work tasks. There are 3 (three) main factors that influence performance, namely individuals (ability to work), work effort (desire to work), and organizational support (opportunity to work).

Competence

Competence according to Spencer & Spencer (1993) is a number of individual characteristics that relate to reference to expected behavioral criteria and the best performance in a job or situation that is expected to be fulfilled. So, competence is the basic characteristic of each individual which includes aspects of knowledge, skills, and work attitudes that enable a person to provide superior performance in his work.

Workload

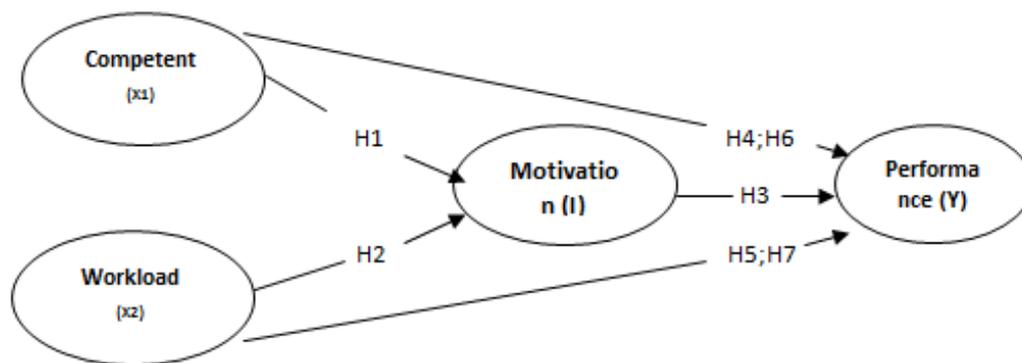
Workload according to Meshkati in Hariyati (2011) can be defined as a difference between the capacity or ability of workers with the demands of work that must be faced. Remembering that human work is mental and physical, then each has a different level of loading. Too high loading levels allow excessive energy use and overstress occurs, whereas the intensity of loading that is too low allows boredom and saturation or understress. Therefore, it is necessary to seek the

optimum level of loading between the two extreme limits and of course different from one individual to another.

Motivation

Motivation is a driving force or driving a person to behave in certain ways that can arise from within or outside the individual. Motivation from the Latin word mover means encouragement, desire, cause, or reason for someone doing something. Robbins (2006: 17) states that motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards the achievement of goals. Whereas according to Hariandja (2002: 6), namely the factors that direct and encourage a person's behavior or desire to carry out an activity expressed in the form of hard or weak effort.

Framework



H₁ : Competence has an influence on the motivation of the Regional Secretariat Staff of the Dharmasraya Regency.

H₂: The workload has an influence on the motivation of the Regional Secretariat staff of the Dharmasraya Regency.

H₃: Motivation has an influence on the performance of the Regional Secretariat Staff of the Dharmasraya Regency.

H₄: Competence influences the performance of the Regional Secretariat Staff of the Dharmasraya Regency.

H₅: Workload has an influence on the performance of the Regional Secretariat staff of the Dharmasraya Regency.

H₆: Motivation as an intervening variable has an influence between the competence and performance of the Regional Secretariat Staff in the Regency of Dharmasraya.

H₇: Motivation as an intervening variable influences the workload and performance of the Regional Secretariat staff in the Regency of Dharmasraya.

RESEARCH METHODOLOGY

Population and Sample Determination

According to Sugiyono (2016: 120) the sample is part of the number and characteristics possessed by the population and what is learned from the sample. The conclusion will be applied to the population. However, because the sample used is the whole of the population, namely ASN. The sample in this study is the same as the population, namely ASN, in the Regional Secretariat of Dharmasraya Regency which amounts to 60 people.

Types and Data Sources

The data collection technique in this study was using a questionnaire. After the data obtained the results will be presented descriptively and so analyzed for the purposes of testing hypotheses that have been developed (Bungin, 2010).

The questionnaire was used to obtain primary data that was distributed directly to selected samples by visiting respondents. In the questionnaire contains questions about the demographics of respondents such as gender, age, occupation, and the length of work of the State Civil Apparatus in the Regional Secretariat of the Regency of Dharmasraya. In addition, the questionnaire also contains statements about respondents' perceptions relating to competence, workload, motivation and performance.

DATA ANALYSIS TECHNIQUES

Partial testing of hypotheses (t test)

The t test is intended to determine whether or not there is a partial (own) influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on the variable Y, and vice versa.

Simultaneous Testing of Hypotheses (Test F)

The F test aims to determine whether or not there is an effect simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table, then there is the effect of variable X simultaneously on variable Y, and vice versa.

Path Analysis

Path analysis alone does not determine causal relationships and also cannot be used as a substitute for researchers to see causality between variables. Inter-variable causality relationships have been formed with models based on theoretical foundations. What is done by path analysis is to determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the hypothesis of imaginary causality.

Test Direct and Indirect Effects

Besides using independent variables (X) more than one variable, this study also uses intervening variables. Intervening variable is a intermediate / mediating variable, its function mediates the relationship between the independent variable and the dependent variable. To test the effect of intervening variables, the path analysis method is used.

RESULTS AND DISCUSSION

The t test is intended to determine whether or not there is a partial influence given by the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or t-count> t-table then there is an influence of variable X partially on the variable Y, and vice versa.

It is known that t table = $t(\alpha / 2; n-k-1) = t(0.025; 57) = 2.002$, the table is obtained as follows:

Tabel 2
Result Of t-Test

Variabel Connection		t-count	t-table	Sig.	Alpha	result
Competent	Performance	7,742	2.002	0,000	0,05	signifikan
Loadwork	Performance	7,423	2.002	0,000	0,05	signifikan
Motivation	Performance	9,736	2.002	0,000	0,05	signifikan
Competent	Motivation	6,714	2.002	0,000	0,05	signifikan
Loadwork	Motivation	9,972	2.002	0,000	0,05	signifikan

Based on the table above can be explained as follows:

1. Testing the first hypothesis (H1) is accepted.
There is a partial influence between the variables of Competence and Motivation.
2. Testing the second hypothesis (H2) is accepted.
There is a partial influence between the variable workload and motivation.
3. The third hypothesis testing (H3) is accepted.
There is a partial influence between the Motivation and Performance variables.
4. Testing the fourth hypothesis (H4) is accepted.
There is a partial influence between the Competence and Performance variables.
5. Testing the fifth hypothesis (H5) is accepted.
There is a partial influence between the variable workload and performance.

Simultaneous Hypothesis Testing (Test F)

The F test aims to determine whether or not there is an effect simultaneously (together) given the independent variable (X) to the dependent variable (Y). The basis of decision making is if the value of sig <0.05, or F count> F table, then there is the effect of variable X simultaneously on variable Y, and vice versa.

It is known that F table = F (k; n-k) = F (2; 53) = 3,170

Table 3
Result Of F-Test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478,120	2	239,060	39,898	,000 ^b
	Residual	341,530	57	5,992		
	Total	819,650	59			

a. Dependent Variable: PERFORMANCE

After calculating through SPSS, we can see the significance value of the F value from the following Anova table

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1218,282	2	609,141	53,227	,000 ^b
	Residual	652,318	57	11,444		
	Total	1870,600	59			

a. Dependent Variable: MOTIVATION

b. Predictors: (Constant), LOADWORK, COMPETENT

Based on the table above can be explained as follows:

- a. Based on the above output, it is known that the significance value for the effect of X1 and X2 simultaneously on Y is $0,000 < 0,05$ and $F \text{ count } 39,898 > 3,160$, so it can be concluded that there is a simultaneous influence of Competence and workload on performance.
- b. Based on the above output, it is known that the significance value for the effect of X1 and X2 simultaneously on I is $0,000 < 0,05$ and $F \text{ count } 53,227 > 3,160$, so it can be concluded that there is a simultaneous influence of Competence and workload on motivation.

Path Analysis

Path Model Coefficient 1

Multiple linear regression analysis was used in this study with the aim to determine whether there is an influence of independent variables on the dependent variable. The statistical calculation in multiple linear regression analysis used in this study is to use the IBM SPSS computer program ver. 21.0. The summary of the results of data processing using the SPSS program are as follows:

Table 4
Result Of significant Level
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,106	3,577		1,987	,052
	COMPETENT	,116	,064	,198	1,794	,078
	LOADWORK	,784	,132	,654	5,914	,000

a. Dependent Variable: MOTIVATION

Based on the table above, it was obtained that:

1. the significance value of the competency variable (X1) = $0.078 > 0.05$, this means that there is no significant effect of competency (X1) on motivation (I).
2. While the variable Workload (X2) = $0,000 < 0,05$ which means Workload (X2) This means that directly there is an influence of workload significance (X2) on motivation (I).

Table 5
Result Of significant Level
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,807 ^a	,651	,639	3,38292

a. Predictors: (Constant), LOADWORK, COMPETENT

b.

While the value of R² (R Square) contained in the Model Summary table is 0.651 which gives the meaning that the contribution of variables X1 and X2 to I is 65.1% and the remaining 34.9% is the contribution of other variables that are not included in the study. And from the value of R² (R Square), obtained e_1 by means of $e_1 = \sqrt{1 - 0.651} = 0.591$

Based on the results above, the structural equation is obtained:

$$I = 0.198.X1 + 0.654.X2 + 0.591$$

Path Model 2 coefficient

Multiple linear regression analysis is still used in the next study to obtain the two model path coefficients, with the aim to determine whether there is an influence of independent variables

(Competence and workload) and intervening variables (motivation) on the dependent variable (performance). Can be seen in the table below:

Table 6
Result Of regresi linear test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	8,790	2,343		3,752	,000
	COMPETENT	,127	,042	,331	3,040	,004
	LOADWORK	,026	,107	,032	,239	,812
	MOTIVATION	,360	,084	,543	4,286	,000

a. Dependent Variable: PERFORMANCE

Based on the table above obtained:

1. The significance value of the Competency variable (X1) = 0.004 < 0.05, This means that directly Competence (X1) has a significant effect on Performance (Y).
2. The significance value of the variable Workload (X2) = 0.812 > 0.05 which means that directly the Workload (X2) does not have a significant effect on Performance (Y).
3. The significance value of the Motivation variable (I) = 0,000 < 0,05 which means that directly the Workload (X2) has a significant effect on Performance (Y).

Table 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,828 ^a	,686	,669	2,14297

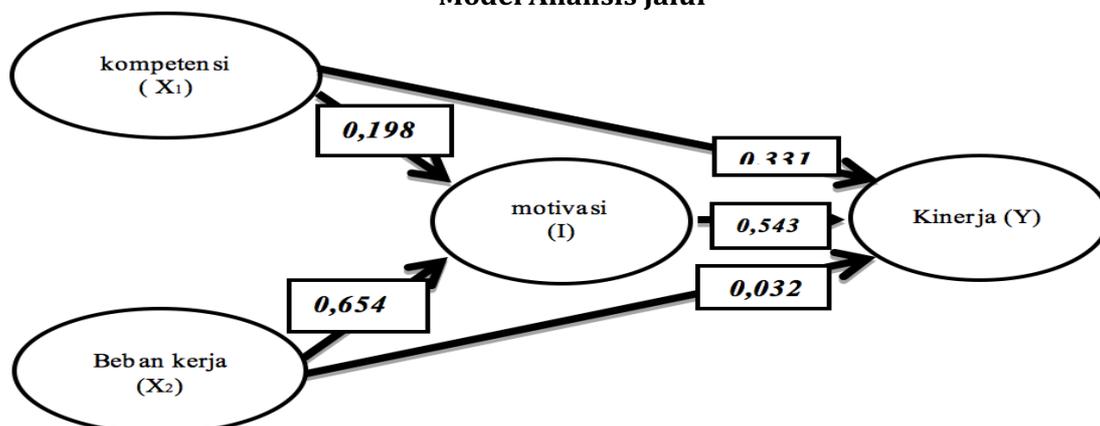
a. Predictors: (Constant), MOTIVATION, COMPETENT, LOADWORK

4. The value of R2 (R Square) contained in the Model Summary table is 0.686 which gives the meaning that the contribution of variables X1, X2 and I to Y is 68.6% and the remaining 31.4% is the contribution of other variables that not included in the study. And from the value of R2 (R Square) obtained e2, by means of $e2 = \sqrt{1 - 0.686} = 0.560$

Based on the results above, the structural equation is obtained:

$$Y = 0.331.X1 - 0.032.X2 + 0.543.I + 0.560$$

Gambar 2
Model Analisis Jalur



Based on the picture above can be calculated indirect effects between independent and bound variables through intervening variables as follows:

- a. Sixth hypothesis testing (H6) is accepted.
Analysis of the effect of X1 through I on Y. It is known that the direct effect of X1 on Y is 0.331. While the indirect effect of X1 through I on Y is the multiplication of the value of beta X1 to I with the value of beta I to Y, namely: $0.198 \times 0.543 = 0.108$. Then the total effect given X1 to Y is the direct effect added by indirect effects namely: $0.331 + 0.108 = 0.439$. Based on the results of these calculations it is known that the direct effect value is 0.331 and the indirect effect is 0.439 which means that the value of indirect influence is greater than the value of direct influence, this result indicates that indirectly X1 through I has a significant influence on Y.
- b. Seventh hypothesis testing (H7) is accepted.
Analysis of the effect of X2 through I on Y. It is known that the direct effect of X2 on Y is 0.032. While the indirect effect of X2 through I on Y is the multiplication of the value of beta X2 against I with the value of beta I to Y, namely: $0.032 \times 0.543 = 0.355$. Then the total effect given by X2 on Y is the direct effect added by indirect effects, namely: $0.032 + 0.355 = 0.387$ Based on the results of the calculation it is known that the direct effect value is 0.032 and indirect effects 0.387 which means that the value of indirect influence is greater than the value direct effect, these results indicate that indirectly X2 through I has a significant effect on Y.

CONCLUSION

Based on the results of testing and discussion of the hypotheses described in the previous chapter, some conclusions can be drawn as follows:

1. Competence has a partially significant effect on the Motivation of Staff of the Regional Secretariat of the Regency of Dharmasraya. This means that Competency is able to increase the Motivation of Staff of the Regional Secretariat of the Regency of Dharmasraya.
2. Workload has a partially significant effect on the Motivation of Staff at the Regional Secretariat of the Regency of Dharmasraya. This means that the workload is able to increase the motivation of the staff of the Regional Secretariat of Dharmasraya Regency.
3. Competence has a significant effect partially on the Staff Performance of the Regional Secretariat of the Dharmasraya Regency. This means that Competency is able to improve the performance of the Regional Secretariat staff in the Regency of Dharmasraya.
4. Workload has a significant effect partially on the Staff Performance of the Regional Secretariat of the Regency of Dharmasraya. This means that the workload is able to improve the Staff Performance of the Dharmasraya District Secretariat.
5. Motivation has a significant effect partially on the Staff Performance of the Regional Secretariat of the Dharmasraya Regency. This means that motivation is able to improve the Staff Performance of the Regional Secretariat of the Dharmasraya Regency.
6. Motivation as an intervening variable has a significant effect between competency and performance of the Regional Secretariat Staff of the Dharmasraya Regency. This means that motivation is able to increase the influence of competency on the performance of employees of the Regional Secretariat of the Regency of Dharmasraya.
7. Motivation as an intervening variable has an indirect influence between workload and performance. This means that motivation provides an increase in influence between workload and performance of employees of the Regional Secretariat of the Regency of Dharmasraya.

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