
The Effect of Competency and Motivation on Performance with Job Satisfaction as an Intervening Variable at KJPP Abdullah Fiantoro and Partners

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Abstract

This study aims to determine the level of Competency and Motivation on employee Performance with Job Satisfaction as an intervening variable at KJPP/ Public Appraisal Services Office. There are not many researchers who have looked closely at the Competency, Motivation, Job Satisfaction, and Performance at the Public Appraisal Services Office. Therefore, this research is considered essential to do. The research used a questionnaire that collected respondents from employees at KJPP Abdullah Fiantoro & Partners, Jakarta, Indonesia, and then analyzed using smartPLS with the SEM method. The results showed that Competency has a significant effect on Job Satisfaction, Motivation has a significant effect on Job Satisfaction, Motivation has a significant effect on employee Performance, and Job Satisfaction has a significant effect on Performance. On the other hand, indirectly, Competency through Job Satisfaction has a significant effect on Performance, and Motivation through Job Satisfaction also has a significant effect on Performance.

Keywords: Competency, Motivation, Job Satisfaction, Performance

INTRODUCTION

In current conditions, Human Resources (HR) is an essential factor in a company (Sinambela et al., 2022) because the company's goals can be adequately achieved. Good-quality human resources must support a company's success (Paais & Pattiruhu, 2020; Sun et al., 2020). One factor affecting Performance is the ability (Pertiwi & Saputra, 2020). Capabilities are closely related to competencies, where these individual abilities must be possessed so that work and responsibilities can be carried out correctly (Sriwidodo & Haryanto, 2010). Competency is a combination of abilities, skills, and knowledge (Nurjaya et al., 2021).

On the other hand, companies need to pay more attention to their employees' Motivation to achieve good Performance and achieve goals. Companies that understand the importance of Motivation, appreciate employees' hard work, and pay attention to their careers, will also help improve good Performance for the company (Chen et al., 2012; Suwanto et al., 2022).

Over the last decades, Job Satisfaction has become a source of concern (Aityassine et al., 2022), where Job Satisfaction is an emotional response to individual tasks such as social

conditions and the workplace environment. Therefore, companies need to ensure a good Performance environment for employees to get feedback in the form of good Performance by setting a suitable standard of rights and the behavior of colleagues and managers. (Taheri et al., 2020).

However, only a few researchers still observe and investigate more deeply regarding Competency, Motivation, Job Satisfaction, and Performance in Public Appraisal Services Offices (KJPP) in Indonesia. Previous research (Soetrisno & Gilang, 2018) shows that Competency positively and significantly affects employee Performance. Besides that, Parimita et al (2018) Previous research shows that Competency positively and significantly affects employee Performance. Besides that, work Motivation has a positive and significant effect on Job Satisfaction. Neither has specifically investigated HRM at the Public Appraisal Service office, and none of the previous researchers have jointly measured the variables of Competency, Motivation, Job Satisfaction, and Performance.

With that in mind, this research is considered essential to be carried out to measure how much

influence Competency and Motivation have on Performance through Job Satisfaction at KJPP. In the end, it is hoped that this research will be helpful for HRM in similar industries, for academics, and most importantly, for the government in observing the Performance of this industry, namely the Ministry of Finance and OJK.

LITERATURE REVIEW

A. Competency

Competency, according to Spencer & Spencer (1993) as cited in Shim (2008), is a characteristic that underlies a person related to the effectiveness of individual Performance in his work or the essential characteristics of individuals that have a causal relationship with the criteria used as a reference, effective or excellent or superior Performance in the workplace or a particular situation.

Competency has several dimensions and indicators contained in it, including 1) Self-concept, which includes: a) Helping other employees; b) Respect colleagues; c) Submission of information; d) Prompt in work orders; 2) Knowledge which includes: a) Mastery of company work standards; b) Ability to complete tasks; c) Problem-solving ability; and 3) Skills which include: a) Work legal expertise; b) Initiative in work; c) Completion of work.

B. Motivation

According to (Robbins et al., 2018) , work Motivation is a process that explains a person's strength, direction, and persistence to achieve goals. Meanwhile, according to Afandi (2018) as cited in Farisi et al.(2020), the notion of Motivation is a desire that arises from oneself or an individual because of inspiration, and enthusiasm appears and is moved to carry out activities with sincerity, a happy mood, and focus so that the results of actions taken will obtain good and quality results.

Motivation has several dimensions and indicators contained in it, including:

1. The dimensions of need achievement: a) The need to develop creativity b) The need to increase ability c) The need to achieve the highest achievement d) The need to work effectively and efficiently;

2. The dimension of the need for power: a) The need to be accepted, b) The need to establish good relations between employees, c) The need to participate and work together; and
3. The dimension of the need for affiliation includes a) The need to be accepted, b) The need to establish good relations between employees c) The need to participate and work together.

C. Job Satisfaction

According to Edy Sutrisno (2017, p. 74), Job Satisfaction is an employee's attitude towards work related to work situations, cooperation between employees related to work situations, cooperation between employees, rewards received in a job, and things other physical and psychological factors. According to (Robbins et al., 2018) Job Satisfaction is a positive feeling resulting from evaluating its characteristics.

Job Satisfaction has several dimensions and indicators contained in it, including 1) The work itself, which includes: a) Assignments b) Learning opportunities c) Responsibility; 2) Current salary, which includes: a) payroll system b) fair payment; 3) Promotional opportunities which include: a) Promotional opportunities b) Opportunities to expand expertise; 4) Supervision which includes: a) Fairness in assignments b) assignments based on Competency; and 5) Coworkers which include: a) Pleasant coworkers b) Competent coworkers..

Based on that, it can be assumed the following hypothesis:

H1: Competency has a positive and significant effect on Job Satisfaction

H2: Motivation has a positive and significant effect on Job Satisfaction

D. Performance

According to Armstrong (2009, p.4), Employee Performance is an integrated approach to providing sustainable success for companies by improving the Performance of the people who work in them and by developing the capabilities of teams and individual contributors.

Performance has several dimensions and indicators contained therein, including

1. Quality of Work which includes: a) Neatness, b) Accuracy c) Work Results;
2. Quantity of work which includes: a) Speed , b) Ability;
3. Collaboration which includes: a) Cooperation, b) Teamwork;
4. Responsibilities include a) Work Results b) Making Decisions.

Based on that, it can be assumed the following hypothesis:

- H3: Competency through Job Satisfaction influences Performance
 H4: Motivation through Job Satisfaction affects Performance
 H5: Job Satisfaction has a positive and significant effect on Performance

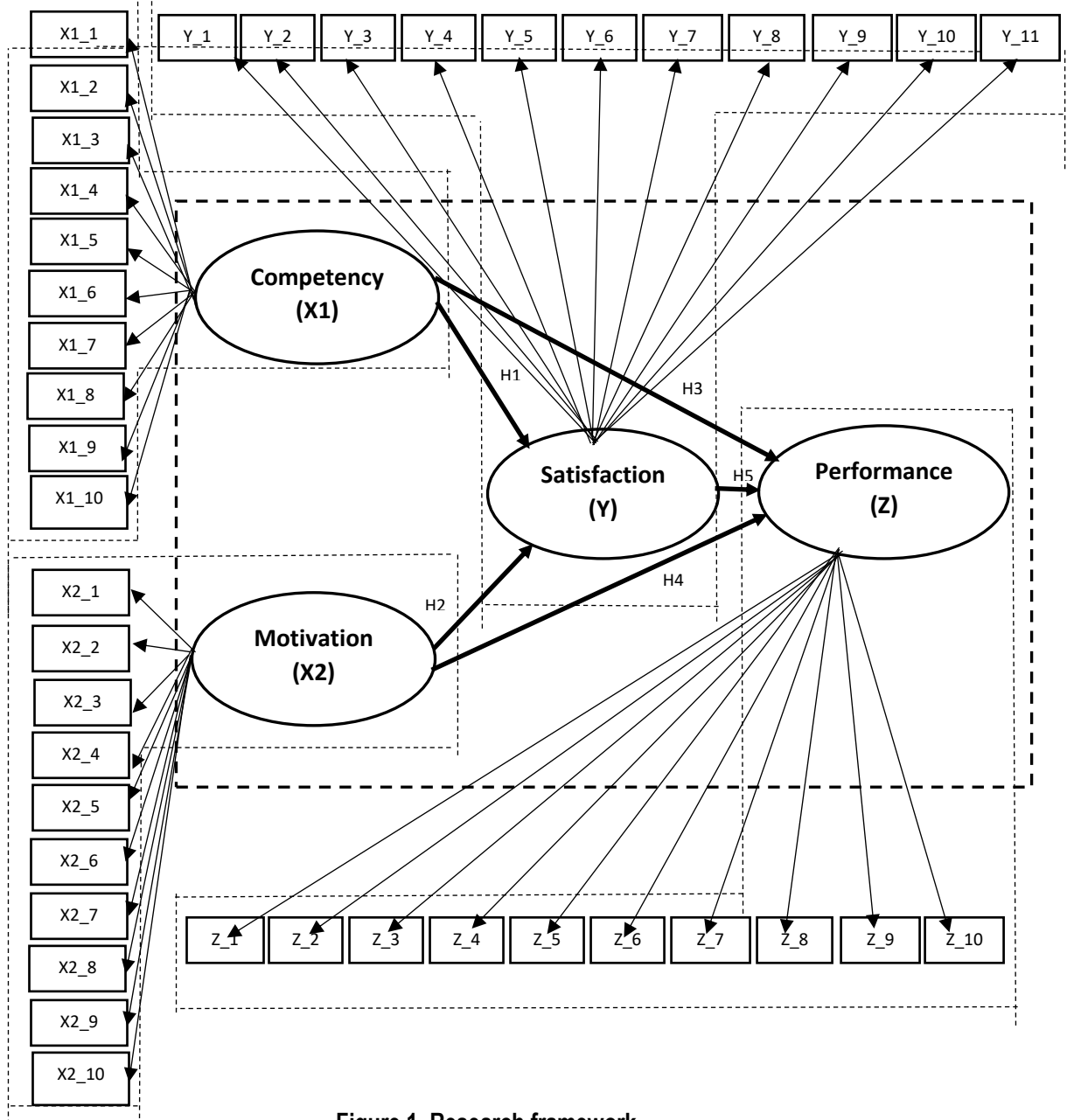


Figure 1. Research framework

METHODS

The research subjects were all KJPP Abdullah Fiantoro & Partners employees, totaling 210 respondents in South Jakarta, Indonesia. This research period starts from October to December 2022.

Tabel 1. Information of respondents

Item	N = 210	Percentage
Gender	Male = 140	Male = 67%
	Female = 70	Female = 33%
Age	21-30 = 84	21-30 = 40%
	21-40 = 80	21-40 = 38%
	41-50 = 33	41-50 = 16%
	Above 50 = 13	Above 50 = 6%
Education	High School = 46	High School = 22%
	College = 29	College = 14%
	Bachelor = 131	Bachelor = 62%
	Master = 4	Master = 2%
Employees' tenure in enterprise	Below 5 years = 50	Below 5 years = 24%
	5-10 years = 85	5-10 years = 40%
	10-15 years = 58	10-15 years = 28%
	15-20 years = 10	15-20 years = 5%
	21-25 years = 2	21-25 years = 1%
	Above 26 = 5	Above 26 = 2 %

Material and Measurement

The researchers tested the validity and reliability to test the quality of data on primary data. The criteria for indicator validity are measured by convergent validity and discriminant validity (Ghozali & Latan, 2015). The convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score/component score and the construct score calculated using the partial least squares (PLS). The individual reflexive measure is considered high if the correlation is more than 0.70,

which the construct wants to measure. However, for research in the early stages of developing a measurement scale, a loading factor value of 0.5-0.6 is considered sufficient, according to Chin (1998) as cited in (Ghozali & Latan, 2015). In addition to testing discriminant validity, the square root of the average variance extracted (AVE) for each construct is compared with the correlation value between constructs in the model. Measuring the reliability of a construct with reflexive indicators can be done in two ways: Croanbach's Alpha and Composite Reliability, often called Dillon-Goldstein's (Ghozali & Latan, 2015).

RESULTS

Tabel 2. Convergent and Discriminant Validity

First Order Constructs	Second Order Constructs	Items	Factor Loading	AVE	CR	Cronbach's Alpha
		X1_1	0.730			
		X1_2	0.804			
		X1_3	0.803			
		X1_4	0.745			
		X1_5	0.797			
		X1_6	0.778			
		X1_7	0.778			

First Order Constructs	Second Order Constructs	Items	Factor Loading	AVE	CR	Cronbach's Alpha
X1_8			0.795			
X1_9			0.827			
X1_10			0.759			
	Competency	X1		0.612	0.940	0.929
X2_1			0.697			
X2_2			0.686			
X2_3			0.671			
X2_4			0.724			
X2_5			0.737			
X2_6			0.741			
X2_7			0.780			
X2_8			0.716			
X2_9			0.590			
X2_10			0.593			
	Motivation	X2		0.584	0.880	0.903
Y1			0.795			
Y2			0.807			
Y3			0.649			
Y4			0.804			
Y5			0.775			
Y6			0.807			
Y7			0.741			
Y8			0.802			
Y9			0.854			
Y10			0.767			
Y11			0.810			
	Satisfaction	Y		0.615	0.946	0.937
Z1			0.591			
Z2			0.600			
Z3			0.700			
Z4			0.649			
Z5			0.628			
Z6			0.652			
Z7			0.750			
Z8			0.680			
Z9			0.777			
Z10			0.733			
	Performance	Z		0.561	0.894	0.869

The Cronbach's Alpha value above 0.7 indicates that the variables in this research model are reliable. The figures for the Composite Reliability (CR) of the different constructions are also greater than 0.7, indicating satisfactory reliability. Regarding Convergent Validity, the value 0.50, according to Hair et al. (2010), is the limit

value for measuring the Average Variance Extracted (AVE). The table above indicates that all constructs in this study have an AVE value above 0.50. Based on the Fornell-Larcker criteria, Factor loading in the table shows satisfactory discriminant validity.

Tabel 3. Path Coefficients

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
X1>Y	0.549	0.547	0.071	7.708	0.000
X2>Y	0.326	0.331	0.078	4.163	0.000
X1>Z	-0.048	-0.051	0.087	0.547	0.585
X2>Z	0.558	0.567	0.086	6.462	0.000
Y>Z	0.297	0.292	0.099	3.018	0.003

Path coefficients can be considered as a basis for assessing hypotheses. This number should be significantly greater than 0.1. Hypothesis 1, supported by data analysis (p values = 0.000, beta = 0.549), means that competency is valid and directly causes Job Satisfaction in KJPP. Good Competency will also increase Job Satisfaction. Hypothesis 2 (p values = 0.000, beta = 0.326) means that Motivation can directly lead to Job Satisfaction; the better the employee Motivation, the higher the Job Satisfaction (Mubarqah & M.

Yusuf, 2020). Slightly different from Hypothesis 3, where the beta value is minus and below 0.1, which means it is not valid directly between Competency and Performance at KJPP. Meanwhile, Motivation shows positive direct validity on Performance based on hypothesis 4, where the higher the Motivation, the better the Performance (Rivai, 2021). Likewise, in hypothesis 5, Job Satisfaction directly impacts Performance, where the higher the Job Satisfaction, the better the Performance (Syahputra & Jufrizen, 2019).

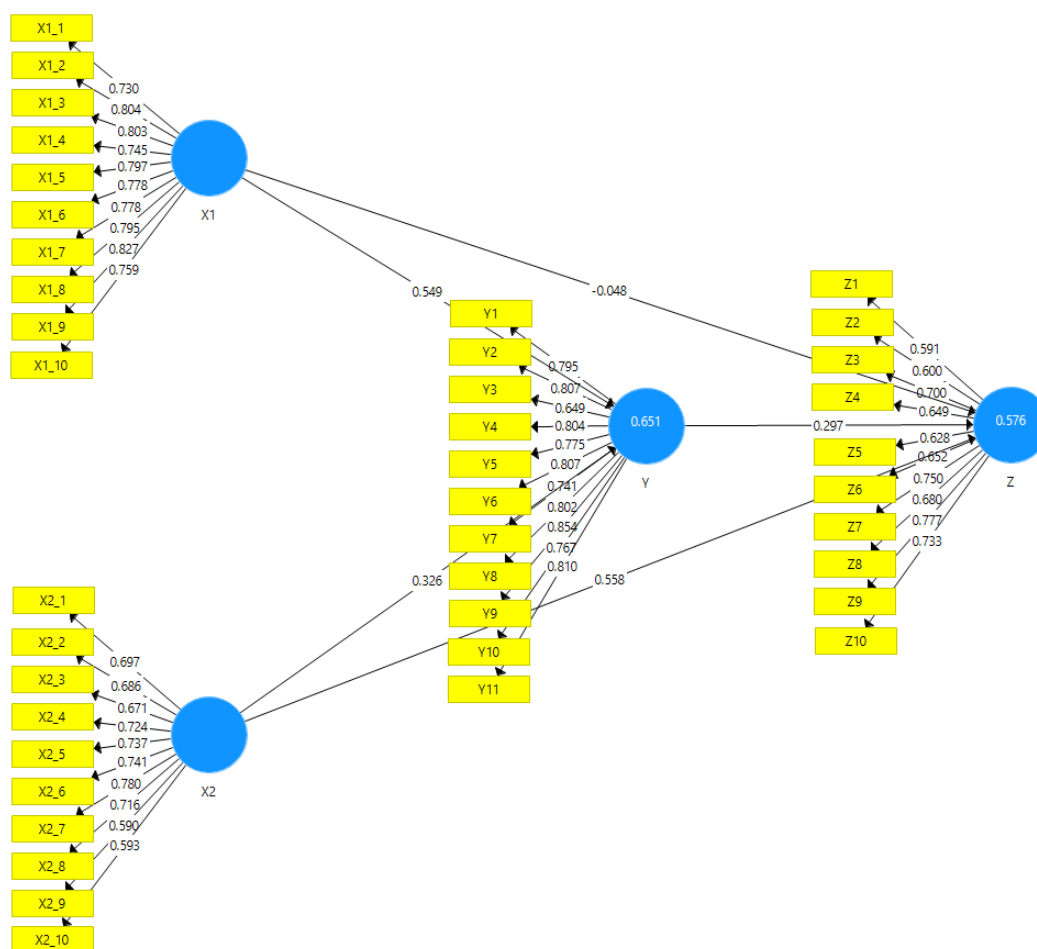


Figure 2. Research Model

The relationship between X1 (Competency) and Y (Job Satisfaction) is significant with a statistical T value of 7,708 ($> 1,971$), and the original sample estimate value is positive namely 0.549. Hence, the direction of the relationship between X1 (Competency) and Y (Job Satisfaction) is positive. The relationship between X2 (Motivation) and Y (Job Satisfaction) is significant with a T-statistic value of 4,163, more excellent than the t table ($> 1,971$). The original sample estimate value is positive, namely 0.326, so the direction of the relationship between X2 (Motivation) and Y (Job Satisfaction) is positive. The relationship between X1 (Competency) and Z (Employee Performance) is not significant, with a T-statistic value of 0.547 which is smaller than the t table ($< 1,971$). The original sample estimate value is positive, namely -0.048, so the direction of the relationship between X1 (Competency) with Z (Employee Performance) is negative.

The relationship between X2 (Motivation) and Z (Employee Performance) is significant, with a T-statistic value of 6,462 more excellent than the t table ($> 1,971$), and the original sample estimate value is positive namely 0.558. Hence, the direction of the relationship between X2 (Motivation) and Z (Employee Performance) is positive. The relationship between Y (Job Satisfaction) and Z (Employee Performance) is significant with a T-statistic value of 3.018, more excellent than t Table ($> 1,971$), and the original sample estimate value is positive, namely 0.297, so the direction of the relationship between Y (Job Satisfaction) with Z (Employee Performance) is positive.

Indirect Effect Analysis

Bootstrapping also analyzes indirect effects as coefficients with t-statistical values and p-values. Compared to the direct correlation test, this analysis focuses on the appropriate path to determine the Performance construct: competency, Motivation, and Job Satisfaction. Competency affects Performance through partial mediation by one path, where the mediation is through Job Satisfaction on Performance ($\beta = 0.163$, p-value = 0.004). In addition, Motivation also affects Performance through partial mediation by one path, where the mediation is Job Satisfaction on Performance ($\beta = 0.097$, p-value = 0.016).

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
X1>Y	0.16	0.15	0.057	2.884	0.00
>Z	3	9	0.040	2.421	4
X2>Y	0.09	0.09			0.01
>Z	7	6			6

The relationship X1 (Competency) through Y (Job Satisfaction) to Z (Employee Performance) is an indirect positive and significant effect on Job Satisfaction and significant on employee Performance. It can also be measured with a P value < 0.05 ($0.004 < 0.05$), so the hypothesis is accepted. The original sample estimate value is positive, namely 0.163, meaning that Competency has a positive and significant indirect effect. If Competency increases by one unit, employee Performance increases by 0.163 through Job Satisfaction. It can also be measured from the T-statistic of 2,884, which is more significant than the t-table ($> 1,971$). Hence, the direction of the relationship between X1 (Competency) through Y (Job Satisfaction) to Z (Employee Performance) is positive.

The relationship X2 (Motivation) through Y (Job Satisfaction) to Z (Employee Performance) is an indirect positive and significant effect on Job Satisfaction and significant on employee Performance. It can also be measured by the P value < 0.05 ($0.016 < 0.05$), so the hypothesis is accepted. The original sample estimate value is positive, namely 0.097, meaning Motivation has a positive and significant indirect effect. If Motivation increases by one unit, employee Performance increases by 0.097 through Job Satisfaction. It can also be measured from the T-statistic of 2,421, which is greater than the t table ($> 1,971$), so the direction of the relationship between X2 (Motivation) through Y (Job Satisfaction) to Z (Employee Performance) is positive.

CONCLUSION

This study studies the Performance of KJPP by modifying the approaches to competency theory, Motivation theory, and Job Satisfaction theory. At the same time, 210 questionnaires were collected

from all KJPP employees and then analyzed by smartPLS using the SEM method.

The results of this study indicate that Competency has a significant effect on Job Satisfaction. This study's results align with Aries Susanti (2016) research, which shows that Competency has a positive and significant effect on Job Satisfaction. Then, Motivation has a significant effect on Job Satisfaction, which is in line with (Rizal et al., 2014), which states that Motivation plays an essential role in increasing Job Satisfaction.

Motivation has a significant effect on employee Performance; this is also in line with research conducted by (Rivai, 2021) that Motivation has a positive and significant effect on employee Performance. In addition, Job Satisfaction has a significant effect on Performance, which aligns with research (Syahputra & Jufrizen, 2019) that Job Satisfaction has a positive and significant effect on employee Performance.

There is one thing that could be more significant. Namely, Competency has no significant effect on employee Performance. With a path coefficient value of -0.048 which is negative, it means that an increase in Competency can reduce employee Performance. According to Nafrizal et al. (2012), this aligns with research that Competency has no significant adverse effect on employee Performance.

Nonetheless, Competency indirectly through Job Satisfaction has a significant effect on Employee Performance. With a positive path coefficient value of 0.163, it means that an increase in Competency impacts Job Satisfaction and increased employee Performance.

On the other hand, Motivation through Job Satisfaction also significantly affects employee Performance. With a positive path coefficient value of 0.097, it means that an increase in Motivation impacts Job Satisfaction and increased employee Performance.

Therefore, this research is expected to contribute insights into efforts to improve employee Performance at KJPP Abdullah Fiantoro & Partners. In the future, companies must maintain and further enhance the role of Competency for Job Satisfaction to improve it. Companies must also maintain or increase employee Motivation by involving themselves to enjoy challenges at work,

being responsible for completing work, seeking positions in groups at work, looking for opportunities to expand power, having good relations, and being able to work together with companies.

The results of this study can also be used as a basis for developing further research, improving or improving research, and examining other variables related to company Performance. Other researchers, of course, are open to conducting further research on Performance following the theory and results of research that has been done before so that the predictions for future research will be better than the model in this study.

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