

7-31-2022

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### Recommended Citation

Setyowati, Dwi; Tusoleha Rony, Zahara; and Nurbaiti, Beti (2022) "The Effect Of Competence And Motivation On Organizational Performance At The Development Of Dinas Bina Marga Dan Sumber Daya Air Kota Bekasi (Department Of Highways And Water Resources In Bekasi City)," *Journal of Strategic and Global Studies*: Vol. 5: No. 2, Article 6.

DOI: 10.7454/jsgs.v5i2.1100

Available at: <https://scholarhub.ui.ac.id/jsgs/vol5/iss2/6>

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# **The Effect Of Competence And Motivation On Organizational Performance At The Development Of Dinas Bina Marga Dan Sumber Daya Air Kota Bekasi (Department Of Highways And Water Resources In Bekasi City)**

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## **ABSTRACT**

This study aims to analyze whether or not there is a relationship between competence and organizational performance, as well as motivation to organizational performance at the Department of Highways and Water Resources of the Former City. The population of this research is Civil Servants at the Department of Highways and Water Resources of Bekasi city, totaling 158 people, where all employees are the research sample. Variable measurements were performed using a Likert Scale. The analytical technique used in this research is SEM-LISREL version 8.8. The results showed that there was a significant relationship between competence and motivation on organizational performance

**Keywords:** Competence; Motivation; Organizational Performance; SEM; Lisrel

## **1. Introduction**

Performance describes the business results obtained by employees, viewed from the quality and quantity, in carrying out their obligations. Performance describes the whole work process, not only the final result of the work. Employee performance measurement needs to be done so that the achievement of employee work results can be known and can be evaluated further. Organizational goals will be achieved if supported by good employee performance. Therefore, superiors in organizations need to seek various things so that employees can carry out the duties and responsibilities given to them to the fullest. Organizational leaders must motivate employees to complete their work as well as possible under various conditions and with a high level of work capacity so that in the end the targets set by the organization can be achieved.

The Department of Highways and Water Resources of the city of Bekasi is responsible for repairing road infrastructure, road feasibility, and so on. Based on the findings revealed that organizational performance is still low, this can be seen from the organizational performance that has not been achieved in the last few years because it has not provided employee commitment and motivation. The indicators seen are not yet achieved: the percentage of bridge length, drainage, pedestrian-friendly pedestrians, and the disabled and the elderly. The decline in organizational performance is thought to be due to the incompatibility of competencies including knowledge, skills, and behavior of employees with the field of work. In addition, the aspect of decreased motivation due to the removal of the honors they usually received was reduced. The abolition of the honorarium was based on the Circular Letter from the Mayor of Bekasi Number 910/6672/Regional Financial and Asset Management Agency (BPKAD), concerning Guidelines for the Making of Work Plan and Budget (RKA), Regional Work Unit (SKPD) and Work Plan and

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Budget (RKA), Regional Financial Management Officer (PPKD) for the draft, Regional Revenue and Expenditure Budget (APBD) for fiscal year 2021. For this reason, based on the phenomena that occur above, this study takes the commitment and motivation variables that are associated with organizational performance in the relevant agencies. This is done to confirm the phenomenon that occurs and provide input so that conditions improve.

## 2. Literature Review

### 2.1 Performance

The company's performance is a combination of the performance of each individual in the company/organization and involves the elements of motivation and ability in completing the work (Hoke et al, 2018).

### 2.2 Competence

Edison et al. (2016), incompetence is a person's ability to work well and have advantages based on questions related to knowledge (knowledge), skills (ability), and characteristics (attitude).

### 2.4 Motivation

According to Rivai and Sagala (Kurniasari, 2018), motivation is a series of attitudes and values that influence individuals to achieve specific things according to individual goals.

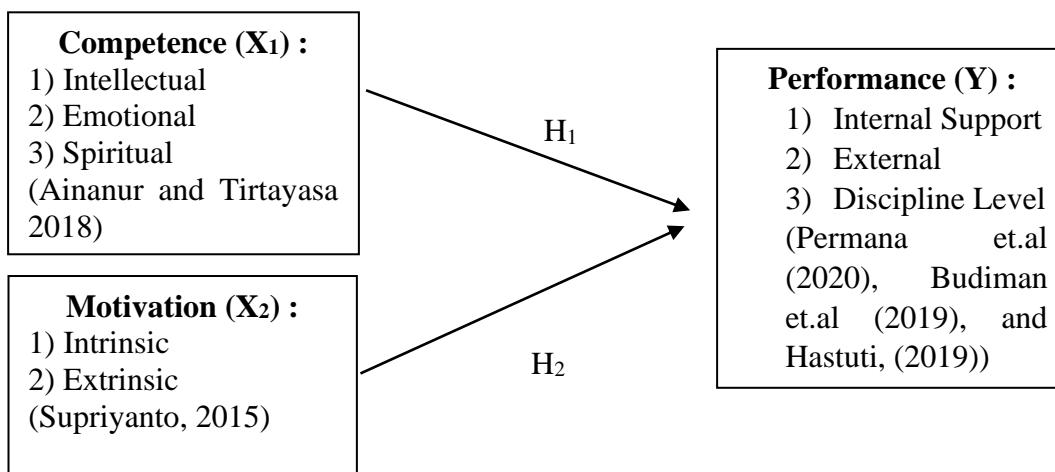


Figure 1. Research Framework

When viewed from the picture above, the research hypothesis is as follows: The first hypothesis (H1): Is there a relationship between Competence on Organizational Performance The second hypothesis (H2): Is there a direct relationship between Motivation and Organizational Performance.

## 3. Research Method

This research was conducted at the Department of Highways of Water Resources of Bekasi City (DBMSDA) on Jl. Central Bekasi Field Number 2 Margahayu Village, South Bekasi District, the research was carried out for 5 months. The sampling method in this study is the saturated sampling method). In this study, the authors distributed questionnaires to 158 members of the population of civil servants (PNS) of the Bekasi City Water Resources Department (DBMSDA). The data were analyzed using SEM (Structural Equation Modeling) with software program Lisrel (Linear Structural Relationships) 8.8, by performing the following tests: model fit, validity,

reliability, Confirmatory Factor Analysis (CFA), and structural model/hypothesis testing. A variable is declared valid if the Standardized Loading Factor (SLF) value is  $> 0.50$ , while reliability is measured from 2 values, namely Construct Reliability (CR) which must be  $> 0.70$ , and Variance Extract (VE) which must be  $> 0.50$ . The model fit indicator which consists of 9 indicators is declared good if  $RMSEA < 0.08$ ; NFI, NNFI, CFI, IFI, RFI, GFI, AGFI  $> 0.90$ ; and Standardized RMR  $< 0.05$ .

## 4. Results

### 4.1 Kompetensi \ Competency (Kompet) Latent Variables

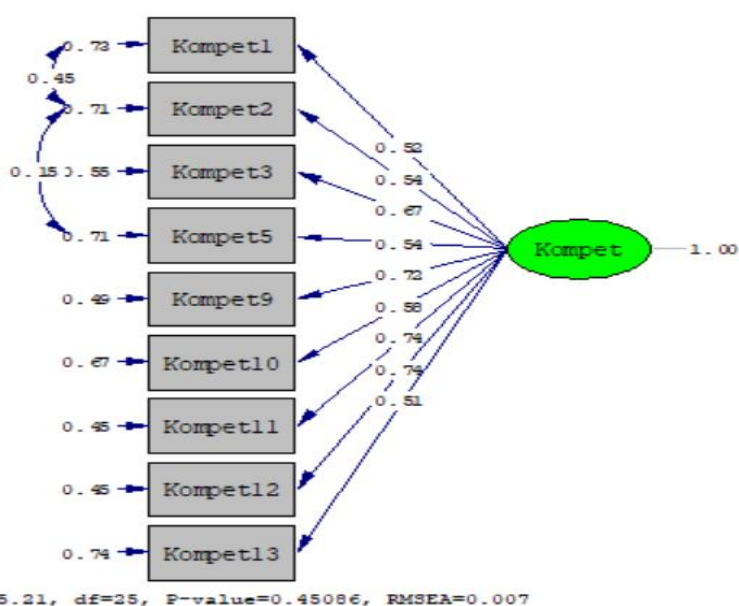


Figure 2.

of Kompetensi \ Competency (Kompet) Variable Measurement Model

Test

Table 1. Test of Kompetensi \ Competence Latent Variable Model Fit (KOMPET)

Indicator	Good Match	Match Test Results	Description
RMSEA	$\leq 0.08$	0.0072	Good Match
NFI	$\geq 0.90$	0.97	Good Match
NNFI	$\geq 0.90$	1.00	Good Match
CFI	$\geq 0.90$	1.00	Good Match
IFI	$\geq 0.90$	1.00	Good Match
RFI	$\geq 0.90$	0.96	Good Match
Standardized RMR	$\leq 0.05$	0.015	Good Match
GFI	$\geq 0.90$	0.91	Good Match
AGFI	$\geq 0.90$	0.90	Good Match
Conclusion of Model Suitability Test: overall the variables observed in the latent variable			

KOMPET have a good fit, so the data supports the research model.

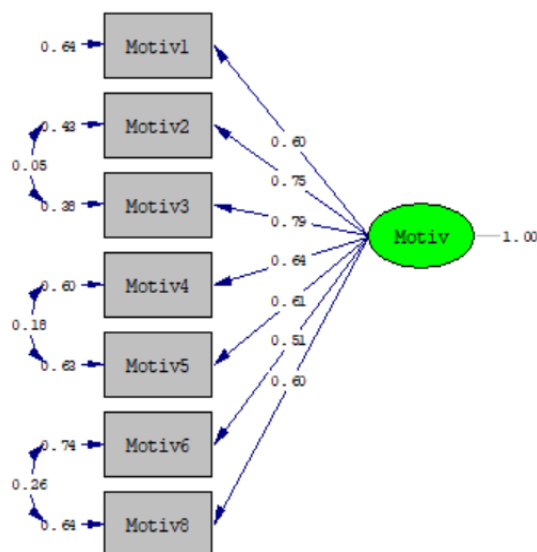
Table 2. Test of Suitability of Measurement Models (Validity and Reliability) Kompetensi \ Competence (KOMPET)

Observed Variables	Standardized Loading Factor (SLF)	Error	Description
KOMPET1	0.52	0.73	Good Validity
KOMPET2	0.54	0.71	Good Validity
KOMPET3	0.67	0.55	Good Validity
KOMPET5	0.54	0.71	Good Validity
KOMPET9	0.72	0.49	Good Validity
KOMPET10	0.58	0.67	Good Validity
KOMPET11	0.74	0.45	Good Validity
KOMPET12	0.74	0.45	Good Validity
KOMPET13	0.51	0.74	Good Validity

CR value = 0.85; VE = 0.40. Conclusion: all the variables observed in the latent variable KOMPET have good validity and reliability

There are several questions on the competency variable that were posed to informants and questions that were not in the text or were skipped and omitted because the Standardized Loading Factor (SLF) value  $< 0.50$ , so it was invalid or in other words did not represent the respondent's perception, while the existing variables is perception and valid.

#### 4.2 Motivasi \ Motivation (Motiv) Latent Variables



Chi-Square=6.67, df=11, P-value=0.82502, RMSEA=0.000

Figure 3. Test the Motivasi \ Motivation (Motiv) Variable Measurement Model

Table 3. Test of Motivasi \ Motivation Latent Variable Model Fit (MOTIV)

Indicator	Good Match	Match Test Results	Description
RMSEA	$\leq 0.08$	0.00	Good Match
NFI	$\geq 0.90$	0.99	Good Match
NNFI	$\geq 0.90$	1.01	Good Match
CFI	$\geq 0.90$	1.00	Good Match
IFI	$\geq 0.90$	1.01	Good Match
RFI	$\geq 0.90$	0.98	Good Match
Standardized RMR	$\leq 0.05$	0.039	Good Match
GFI	$\geq 0.90$	0.97	Good Match
AGFI	$\geq 0.90$	0.93	Good Match
Conclusion of Model Suitability Test: overall the variables observed in the latent variable MOTIV have a good fit, so the data supports the research model.			

Table 4. Test of Suitability of Measurement Models (Validity and Reliability) Motivasi \ Motivation (MOTIV)

Observed Variables	Standardized Loading Factor (SLF)	Error	Description
MOTIV1	0.60	0.64	Good Validity
MOTIV2	0.75	0.43	Good Validity
MOTIV3	0.79	0.38	Good Validity
MOTIV4	0.64	0.60	Good Validity
MOTIV5	0.61	0.63	Good Validity
MOTIV6	0.51	0.74	Good Validity
MOTIV8	0.60	0.64	Good Validity
CR value = 0.83; VE = 0.42. Conclusion: all variables observed in the latent variable MOTIV have good validity and reliability.			

There were several questions on the motivation variable that were posed to informants and questions that were not in the text or were skipped and omitted because the Standardized Loading Factor (SLF) value  $< 0.50$ , so it was invalid or in other words did not represent the respondent's perception, while the existing variables represents perception and is valid.

4.3 Kinerja Organisasi \ Organizational Performance (KinOr) Latent Variables

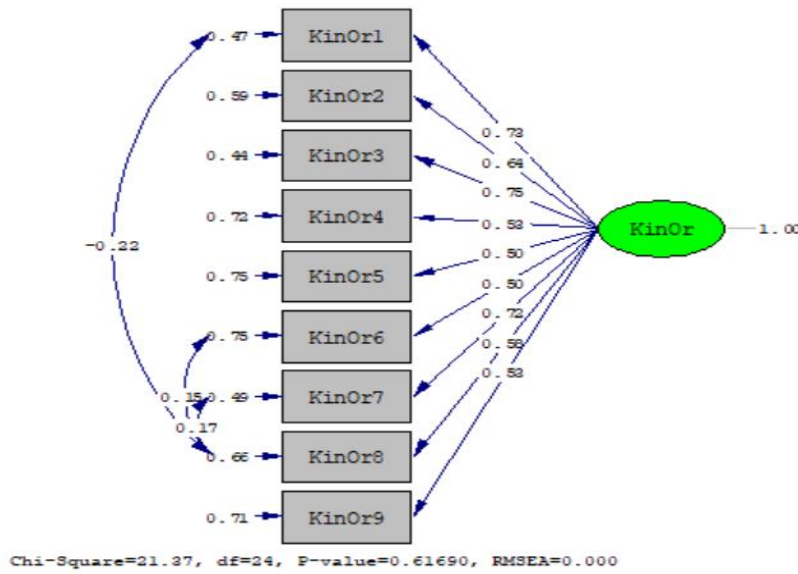


Figure 3. Test of Organizational Performance Variable Measurement Model

Table 5. Test of Kinerja Organisasi \ Organizational Performance Latent Variable Model Fit (KinOr)

Indicator	Good Match	Match Test Results	Description
RMSEA	≤ 0.08	0.00	Good Match
NFI	≥ 0.90	0.98	Good Match
NNFI	≥ 0.90	1.00	Good Match
CFI	≥ 0.90	1.00	Good Match
IFI	≥ 0.90	1.00	Good Match
RFI	≥ 0.90	0.96	Good Match
Standardized RMR	≤ 0.05	0.05	Good Match
GFI	≥ 0.90	0.93	Good Match
AGFI	≥ 0.90	0.90	Good Match
Conclusion of Model Suitability Test: overall the variables observed in the latent variable KINOR have a good fit, so the data supports the research model.			

Table 6. Test of the Fit of the Measurement Model (Validity and Reliability) of Organizational Performance

Observed Variables	Standardized Loading Factor (SLF)	Error	Description
KINOR1	0.73	0.47	Good Validity
KINOR2	0.64	0.59	Good Validity
KINOR3	0.75	0.44	Good Validity

KINOR4	0.53	0.72	Good Validity
KINOR5	0.50	0.75	Good Validity
KINOR6	0.50	0.75	Good Validity
KINOR7	0.72	0.49	Good Validity
KINOR8	0.58	0.66	Good Validity
KINOR9	0.53	0.71	Good Validity
CR value = 0.84; VE = 0.40. Conclusion: all the variables observed in the latent variable KINOR have good validity and reliability.			

There are several questions on organizational performance variables that are posed to informants and questions that are not in the text or are skipped and omitted because the Standardized Loading Factor (SLF) value  $< 0.50$ , so it is not valid or in other words does not represent the respondent's perception, while the variable there is a perception and valid.

#### 4.4 Confirmatory Factors Analysis Test

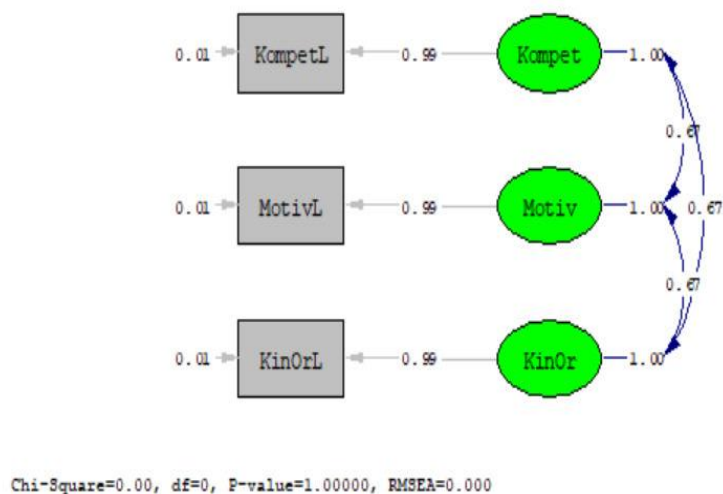


Figure 4. Confirmatory Factor Analysis (CFA) Test

Table 7. Results of the CFA Latent Variable Fitment Test

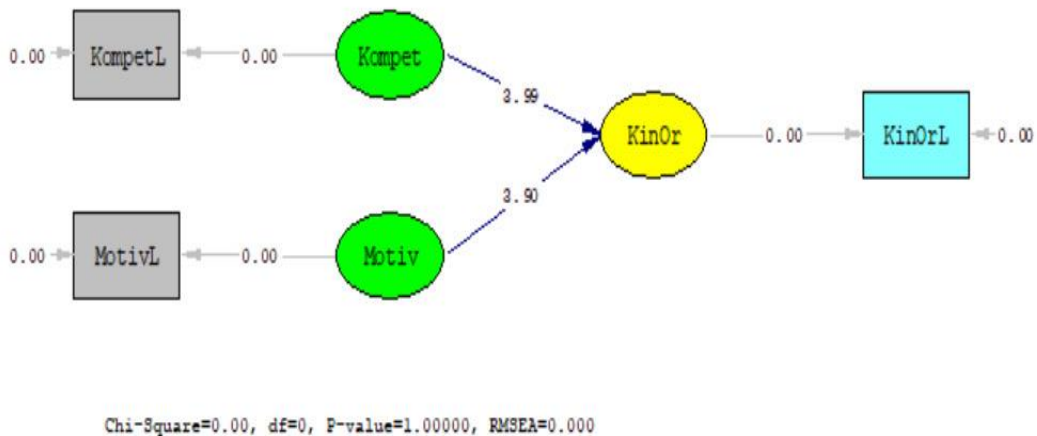
<i>Uji Kecocokan Model Variabel Laten CFA</i>
Degrees of Freedom = 0
Minimum Fit Function Chi-Square = 0.00 (P = 1.00)
Normal Theory Weighted Least Squares Chi-Square = 0.0 (P = 1.00)
Satorra-Bentler Scaled Chi-Square = 0.0 (P = 1.00)
The Model is Saturated, the Fit is Perfect !

Table 8. Test of the Fit of the Measurement Model (Validity and Reliability) Latent Variable CFA



Observed Variables	Standardized Loading Factor (SLF)	Error	Description
<i>KOMPET</i>	CR = 0.98	VE = 0.98	Good Reliability
KOMPETL	0.99	0.01	Good Validity
<i>KOMIT</i>	CR = 0.98	VE = 0.98	Good Reliability
KOMITL	0.99	0.01	Good Validity
<i>MOTIV</i>	CR = 0.98	VE = 0.98	Good Reliability
MOTIVL	0.99	0.01	Good Validity
<i>KINOR</i>	CR = 0.98	VE = 0.98	Good Reliability
KINORL	0.99	0.01	Good Validity

4.5 Structural Model Test / Research Hypothesis Test



Figur 5. Path Diagram of Structural Model Test / Hypothesis Testing (T-Value)

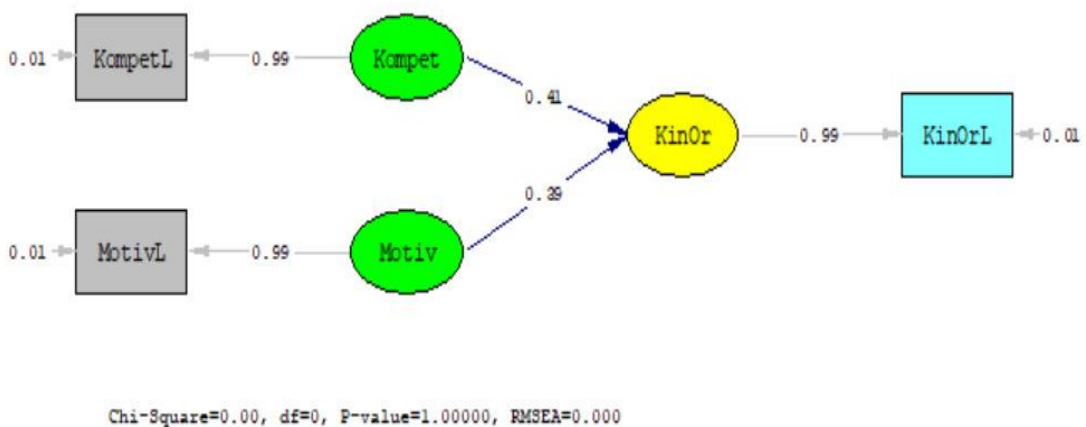


Figure 6. Diagram of Structural Model Test / Hypothesis Testing (Standard Coefficient)

## 5. Discussion

Table 9. Structural Model Test Results / Research Hypothesis Testing

Description	Relationship Between Variables	Value <i>t-Value</i>	Standard Coefficient	Conclusion of Hypothesis Testing
H1	There is a direct relationship between the latent variable KOMPET and KINOR.	3.99	0.41	Hypothesis-1 is accepted because the absolute value of <i>t</i> count > 1.96 (3.99), with the direction of the relationship between positive variables.
H2	There is a direct relationship between the latent variable MOTIV and KINOR.	3.90	0.39	Hypothesis-2 is accepted because the absolute value of <i>t</i> count > 1.96 (3.90), with the direction of the relationship between positive variables.

The results of hypothesis testing show that there is a direct relationship between the latent variable of competence on organizational performance, so the better the competence, the better the organizational performance, and vice versa. Employees who have good intellectuals are based on the employees themselves, such as having competence or skills in completing assigned tasks following their competencies, as well as educational background and other intellectual or technical skills, abilities. Another factor that affects competence is the leader who sets an example to his subordinates by doing or carrying out tasks well, has good character and attitude, is wise in making decisions and completing tasks, must be more concerned with subordinates. In addition to intellectual aspects, competence is also influenced by emotional, social, and spiritual aspects.

The results showed that motivation had a positive and significant effect on the performance of the employees of the Department of Highways and Water Resources of the city of Bekasi. This shows that if motivation increases, organizational performance will also increase. This means that motivation can provide encouragement or enthusiasm for employees to improve their performance. The results of this study support the research of Sujana (2012), Hastuti (2018), and Wasahua (2018) which state that there is a significant positive effect of motivation on employee performance. Motivation with 2 indicators states that curiosity, one's willingness, attitudes and behavior, expertise or skills and knowledge possessed by employees encourage the achievement of high organizational performance. As stated by Sutrisno (2016) motivation is a stimulus of desire and the driving force of a person's willingness to work because each motive has a specific goal to be achieved. In this case, the motivation of the employee's desire to be able to achieve the goals of the organization is the achievement of good organizational performance. The enthusiasm of others, awards, praise, and prizes have an important role in encouraging employees to be able to do or achieve the goals of the organization. So in general, motivation is a good process in producing better organizational performance.

## 6. Conclusions

Employees need to maintain and increase concern for other people and their environment, increase positive habits, increase a sense of responsibility and increase professionalism to be able to complete their duties properly. Decrease in organizational performance achievement due to limitations in having employees with educational backgrounds that are not in accordance with the work targets achieved must be addressed immediately, because if the government does not address this seriously, the organization's performance each year will experience a decline in performance achievement. This is the reason that there is a positive (significant) influence between competence on organizational performance.

The higher the competence possessed by the organization, the employee's work motivation increases. The educational background that is not in accordance with the skills and competencies will affect the achievement of organizational performance and have a bad impact every year, as well as high motivation without support from the leadership/superiors and other things that have an impact on decreasing employee motivation. This is the cause of a direct relationship between competence and motivation. The motivation that exists in the Bekasi City Natural Resources Development Agency is that it is still influenced by intrinsic motivation, if there is no reward for what has been done, the work assigned will take a long time to complete, so the influence of motivation has a direct relationship to the achievement of organizational performance results.

The suggestions from the author are as follows:

1. Relevant agencies need to review the mutually agreed rules or provisions, to encourage a conducive working atmosphere, employees must have adequate knowledge and skills to complete work in accordance with the main tasks and functions to create predetermined performance achievements, and increase high commitment because with High commitment greatly affects the success of organizational goals.
2. Agencies are expected to be able to improve the quality of their employees to continue to be able to survive in any difficult conditions in working at the agency
3. The encouragement of enthusiasm from the agency is really needed by employees, such as providing training to employees for the sake of developing the potential of employees' abilities, so that with encouragement and attention from superiors they can improve work for mutual progress, employees must have curiosity at work so that they always work together. hone skills to work even better.
4. Agencies need to review the employee compensation system, because it is an aspect that determines employee performance so that it will encourage good organizational performance, and needs to classify the latest education possessed by employees as a determinant of employee performance, it is necessary to improve and increase the discipline and quality of employees in order to produce performance good organization.

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