Determination of Motivation, Competence and Training on Employee Performance Throught Job Satisfaction

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ABSTRACT

This study aims to determine the effect of motivation, competence and training on employee performance with job satisfaction as an intervening variable at the Department of Agriculture and Food, East Luwu Regency. The sample was selected using the slovin formula and a total of 130 samples were obtained. The data used with a quantitative approach. The analysis used inferential statistics with structural equation modeling (SEM) techniques based on variance (VB). The analysis tool used is SMART PLS 3.0. The results showed: (1) Employee performance is positively and not significantly influenced by motivation, while competence and training positively and significantly affect performance. (2) Job satisfaction is positively and significantly influenced by motivation, competency and training. (3) Job satisfaction serves as an intervening variable that has a positive and significant effect on motivation, competence and training on employee performance. Therefore, this research can also be used by local governments, especially in the East Luwu Regency Region, as reference material on improving employee performance through job satisfaction by increasing work motivation, increasing competency and increasing employee job training.

Keywords: Performance, Satisfaction, Motivation. Competence, Training

INTRODUCTION

Human Resources (HR) is a very valuable asset in an organization. Therefore, HR is a factor that has the potential to drive the success or failure of an organization in achieving its goals. According to Sriwidodo and Haryanto, HR is a central figure in the organization and in the company. The higher the ability of individual employees, the higher the performance of the organization. Conversely, if the lower the ability of individual employees, the lower the organizational performance(Yulianto, 2017)

Employees and organizations are two very important things and are not easy to separate. The role of human resources is very important in every organization, both in government organizations and private organizations. According to Simanjuntak that a person's performance will be influenced by many factors that can be classified into 3 (three) groups, namely the individual compensation of the person concerned, support from the organization, and support from management.(Adha & Wandi, 2019)

Employee performance is the main factor that can affect the progress of an organization. The higher and better the employee's performance, the easier it will be to achieve organizational goals. According to Sulaksono, performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his duties and functions in accordance with the responsibilities he carries.(Syahputra et al., 2020)

Every employee in a company will be motivated by providing whatever is their need and desire. However, providing work motivation can be difficult because what is considered important for one person may not be important for another. Mangkunegara (2012), said that there is a positive relationship between motivation for achievement and achievement of organizational performance(Rosmaini & Tanjung, 2019)

Work motivation possessed by employees will more easily improve employee performance. Work motivation is a factor that plays a very important role that can determine the high or low increase in employee performance. The higher the employee's work motivation, the higher the employee's performance will be. Conversely, if employee motivation is low, it will also have an impact on decreasing employee performance.

To achieve good performance, a strong foundation in the form of competence is needed. Employees in carrying out a job are required to be able to have competence in the form of skills and knowledge and work attitude. Competence is indispensable in every human resource process. The more competencies are considered, the higher the performance will be. Company goals will be easily achieved if employees are placed in positions or positions that are in accordance with their competencies. However, the competence and abilities of employees alone are not enough to improve their performance, accuracy is also needed in placing employees according to their competencies and abilities.

Employee placement is sometimes not based on the educational background of the employee, so competence in completing tasks and functions is not really in accordance with the scientific background of the employee. Costa, Roe, & Taillieu (2001) say that competence is the ability to carry out tasks, task roles, the ability to integrate knowledge, skills, attitudes and values, and the ability to develop knowledge and skills based on experience and learning carried out(Halawa et al., 2021)

Training is a process to teach knowledge and skills and attitudes to employees so that employees are more skilled and able to carry out their responsibilities better in improving their performance. According to Henry, training is a systematic process to change the behavior of employees in a direction to improve the operational goals of the organization(Marjaya & Pasaribu, 2019). Many parties argue that one of the factors affecting employee performance is the lack of attention from development agencies/organizations to provide appropriate training programs for their employees.(Kanafiah et al., 2021)

Employee job satisfaction is also closely related to employee performance. Someone who is satisfied with his job will always improve his performance and vice versa, high employee performance will affect his job satisfaction. Job satisfaction reflects a person's feelings towards his work, this can be seen from the attitude of employees towards work and everything in the work environment.

According to Sutrisno there are several factors that affect employee job satisfaction, namely psychological factors (interest, work security, attitudes, and work feelings), social factors (social interaction between employees and superiors), physical factors (type of work, working time, work equipment, room conditions, temperature, lighting, employee health ventilation, age), financial factors (salary, social security, benefits, facilities, promotions).(Sustainable, 2021)

Satisfaction Motivation, competence and training Job satisfaction is an individual's perception of seeing a job and is also a general attitude for someone who has a positive value towards the sustainability of his or her organizational life. With this in mind, it is appropriate for every leader to take the necessary steps and efforts in order to increase employee job satisfaction

Based on the background above, the researcher is interested in conducting a study entitled: "The Influence of Motivation, Competence and Training on Employee Performance with Job Satisfaction as an Intervening Variable in the Agriculture and Food Service of East Luwu Regency".

Literature Review and Hypothesis Development
Motivation

According to Martoyo, basically motivation is a process that is carried out to try to influence someone to do something we want, both encouragement from outside or from within so that someone wants to do something.(Saragih & Simarmata, 2019)

Usually, motivation is a complicated matter, because it involves several factors such as individual factors which include needs, goals, attitudes, and abilities as well as organizational factors which include payment or salary, job security, co-workers, supervision, praise and the job itself.(Gomes, 2003)

According to Kreitner and Kinicki, motivation is a set of psychological processes that cause movement, and persistence of a voluntary attitude that leads to a goal.(Ardhani, Jayanti, 2019).

While Wahyosumidjo states that motivation is a process that arises as a result of factors that exist within a person (intrinsic) or factors outside of a person (extrinsic).(Malka, 2020)

Other experts, namely Veithzal Rivai, Ella Jauvani Sagala argued that motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are invisible things that provide the strength that encourages individuals to behave in achieving goals.

This encouragement consists of two components, namely the direction of work behavior (work to achieve goals) and the strength of behavior (how strong the individual's effort is at work)(Novia Ruth Silaen, 2021).

Siagian also explained that motivation is a mental state that encourages, activates and moves and it is motivation that directs and distributes the behavior, attitudes and actions of a person which is always associated with achieving goals, both organizational goals and personal goals of each member of the organization.(Dr. Yusuf Ronny Edward, MH, MIKom., 2022). Motivation is the encouragement that makes an employee to show the ability or something that is in him to achieve results. Based on this argument, the first research hypothesis is:

H1: motivation has a positive and significant effect on employee performance
H4: motivation has a positive and significant effect on job satisfaction
H8: motivation has a positive and significant effect on performance through job satisfaction

Competence
Ruky explained competence as a basic characteristic of a person (individual) that influences thoughts and actions, makes generalizations to the situations they face and lasts long enough in humans. In other words, the meaning of competence contains a deep part of personality and exists in everyone with predictable behavior in various situations and work tasks(Hafid, 2018).

Ruki continued, competencies in relation to performance can be classified into two groups, namely threshold competencies, namely the minimum criteria that must be possessed by office holders in order to work effectively and differentiating competencies, namely criteria that distinguish someone who achieves superior performance and someone who has average performance.(Dhermawan et al., 2012).

According to Law No.13/2003 concerning employment, entrepreneurial competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with established standards(Busro, 2018). Competence is an ability that is manifested in employees consisting of knowledge, skills and attitudes in carrying out tasks. Based on this argument, the first research hypothesis is:

H2: Competence competence has a positive and significant effect on employee performance
H5: Competence has a positive and significant effect on job satisfaction
H9: Competence has a positive and significant effect on performance through job satisfaction

Training
Mangkunegara stated that training is a process of teaching certain knowledge and skills as well as attitudes so that employees become more skilled and able to carry out their responsibilities better, according to standards.(Elizar & Tanjung, 2018).

Meanwhile, according to Notoadmojo, training is related to improving the abilities and skills of employees who have occupied certain positions or tasks(Marjaya & Pasaribu, 2019). According to Sinambela, the importance of training is to improve competency and maintain competent human resources(Busro, 2018).

According to Veithzal Rivai, training is a systematic process that changes employee behavior to achieve organizational goals(Kahpi et al., 2019). While Bangun said that training is a process to maintain or improve the skills possessed by employees to produce more effective work(Wibowo, 2021)

The factors regarding the training according to Kasmir are: 1) training participants, 2) instructor/trainer, 3) training materials, 4) training location, 5) training environment, 6) training time. Other factors that affect training according to Mangkunegara are individual differences in employees, relationship with position analysis, motivation, active participation, selection of upgrading participants, training methods

and development(Hendra, 2020). Training is a systematic effort made by someone to improve their competence so that they can work better. Based on this argument, the first research hypothesis is:

H3: Training has a positive and significant effect on employee performance
H6: Training has a positive and significant effect on job satisfaction
H10: Training has a positive and significant effect on performance through job satisfaction

Job satisfaction

Handoko defines that job satisfaction is an emotional state that is pleasant or unpleasant how employees perceive their work.(Suristya & Adi, 2021). While Siagian argues that job satisfaction is a person's perspective on work, both positive and negative.(Rosmaini & Tanjung, 2019)

Abdurrahmat Fathoni also stated that job satisfaction is an emotional attitude where this attitude can be fun and make someone able to love the work being done. This attitude is reflected by several morals such as work morale, discipline, and work performance. This satisfaction is enjoyed on the job, off the job, and in any combination of on and off work.(Novia Ruth Silaen, 2021).

Robbins also argues that job satisfaction is a general attitude that a person has towards his work, where this attitude can show the difference between the amount of rewards workers receive and the amount they believe they should receive. Gibson also stated that job satisfaction is an attitude that an individual has about his job(Darma et al., 2021). Job satisfaction is an individual feeling of employees in carrying out their duties. Based on this argument, the first research hypothesis is:

H7: Job satisfaction has a positive and significant effect on employee performance

Performance

Evaluation of the performance of government officials is an activity that is very urgent because it can be used as a measure in order to achieve organizational success in achieving its mission(Saragih & Simarmata, 2019).

Performance is the result of a job both in quality and quantity that has been achieved by employees in carrying out their duties in accordance with the responsibilities that have been given.(Mankunegara, 2009). Rivai said that performance is a real behavior displayed by employees as work performance that is produced according to their role in a company(Tampubolon, 2021)

According to MS Hasibuan, performance is a combination of several factors, namely the ability factor and also the interest in a worker, the ability factor and acceptance of the task delegation explanation, and the role factor and the level of motivation of the workers. Meanwhile, according to another expert, namely Mangkunegara, stated that there are several factors that influence performance, namely individual factors, psychological factors, and organizational factors(Hendra, 2020).

Prawirosentono states that performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities to achieve organizational goals legally, not violating established laws and also in accordance with morals and ethics.(Joseph, 2018)

According to Hadari there are several criteria that can be used in measuring a person's performance, such as quality, quantity, timeliness, cost effectiveness, and interpersonal impact.(Elizar & Tanjung, 2018).

RESEARCH METHOD
Population and Sample

This type of research is designed as explanatory descriptive research with a quantitative approach. The population of this research is Civil Servants in the Department of Agriculture of East Luwu Regency. These results were obtained using the Slovin formula for 130 people.(Sapar, 2021)

Dependent Variable
Performance
        The dependent variable in this study is employee performance. Employee performance is the result of the work or contribution of a person or group of people to complete their work in accordance with the standards given and set in a certain period.

Independent Variable
Motivation, Competence and Training
        The independent variables in this study are motivation, competency and training. Motivation is the encouragement that makes an employee to show the ability or something that is in him to achieve results. Competence is an ability that is manifested in employees consisting of knowledge, skills and attitudes in carrying out tasks. Training is a systematic effort made by someone to improve their competence so that they can work better.

Intervening Variables
Job satisfaction
        Variableintervening in this study is job satisfaction. Job satisfaction is an individual feeling of employees in carrying out their duties.

RESULTS AND DISCUSSION
Descriptive analysis
The following presents the results of a descriptive analysis which shows the conditions of each research variable:

Table 1. Distribution of respondents based on Employee Performance (Y)

Category (Scale 1-7)	frequency	percent
Low (<50)	10	7.7
Moderate (50-60)	44	33.8
Height (>60)	76	58.5
Amount	130	100.0
Average	2.51	

        Based onTable 1 above shows that the majority of employee performance influences are in the high category, namely 58.5 percent, the moderate category is 33.8 percent, and 7.7 percent is classified as low. Overall the average influence on employee performance is 2.51 on a scale of 1 to 7.

Table 2. Distribution of respondents based on Job Satisfaction (Z)

Category (Scale 1-7)	frequency	percent
Low (<20)	10	7.7
Moderate (20-27)	44	33.8
Height (>27)	76	58.5
Amount	130	100.0
Average	2.60	

        Based on table 2 above, it shows that the majority of the influence on employee performance is in the high category, namely 58.5 percent, the moderate category is 33.8 percent, and 7.7 percent is classified as low. Overall the average influence on employee performance is 2.60 on a scale of 1 to 7.

Table 3. Distribution of respondents based on motivation (X1)

Category (Scale 1-7)	frequency	percent
Low (<32)	19	14.6
Moderate (32-37)	49	37.7
Height (>37)	62	47.7
Amount	130	100.0
Average	2.33	

Based on table 3 above, it shows that the majority of the influence on employee performance is in the high category, namely 47.7 percent, the moderate category is 37.7 percent, and 14.6 percent is classified as low. Overall, the average influence on employee performance is 2.33 on a scale of 1 to 7.

Table 4. Distribution of respondents based on competence (X2)

Category (Scale 1-7)	frequency	percent
Low (<28)	9	6.9
Moderate (28-35)	38	29.2
Height (>35)	83	63.8
Amount	2	1.5
Average	2.57	

Based on table 4 above, it shows that the majority of employee performance influences are in the high category, namely 63.8 percent, the moderate category is 29.2 percent, and 6.9 percent is classified as low. Overall the average influence on employee performance is 2.57 on a scale of 1 to 7.

Table 5. Distribution of respondents based on training (X3)

Category (Scale 1-7)	frequency	percent
Low (<36)	19	14.6
Moderate (36-46)	49	37.7
Height (>46)	62	47.7
Amount	130	100.0
Average	2.52	

Based on table 5 above, it shows that the majority of the influence on employee performance is in the high category, namely 47.7 percent, the medium category is 37.7 percent, and 14.6 percent is classified as low. Overall, the average influence on employee performance is 2.52 on a scale of 1 to 7.
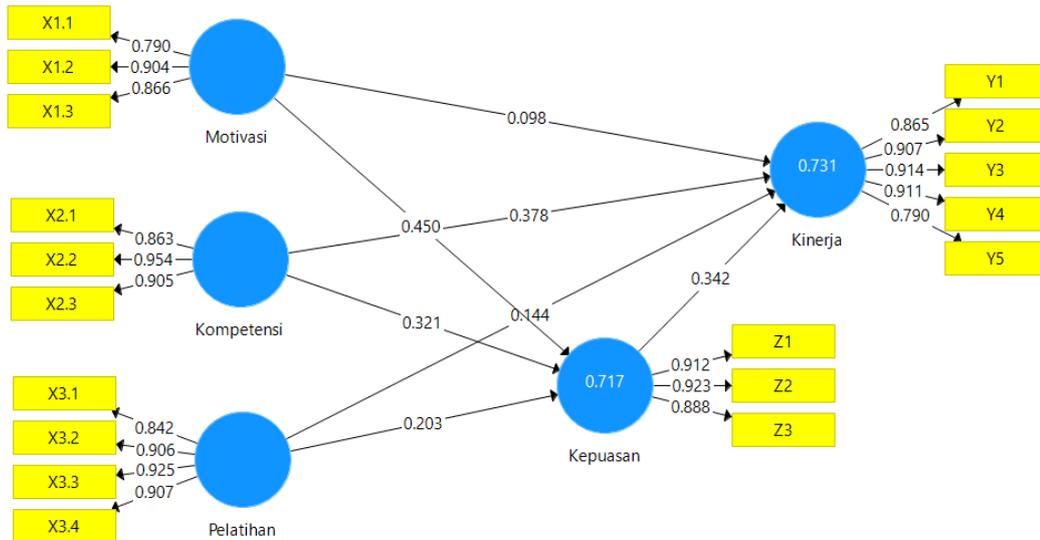
Model validity test

Figure 1. Outer Model SEM (Smart-PLS Output)

Outer Models or Outer Measurements are also referred to as measurement models. The outer model test aims to specify the relationship between latent variables and their indicators. This outer model test uses the help of the PLS Algorithm procedure.(Wibisono et al., 2021)

Test the discriminant validity of the model

Table 6. Average variance extracted (AVE) values

Variable	Average variance extracted(AVE)
Motivation (X1)	0.730
Competency (X2)	0.824
Training (X3)	0.802
Satisfaction (Z)	0.824
Performance (Y)	0.772

Table 6 above shows that the AVE value of each variable in the study is > 0.5 so it can be concluded that all variables in the SEM model analyzed are declared valid.
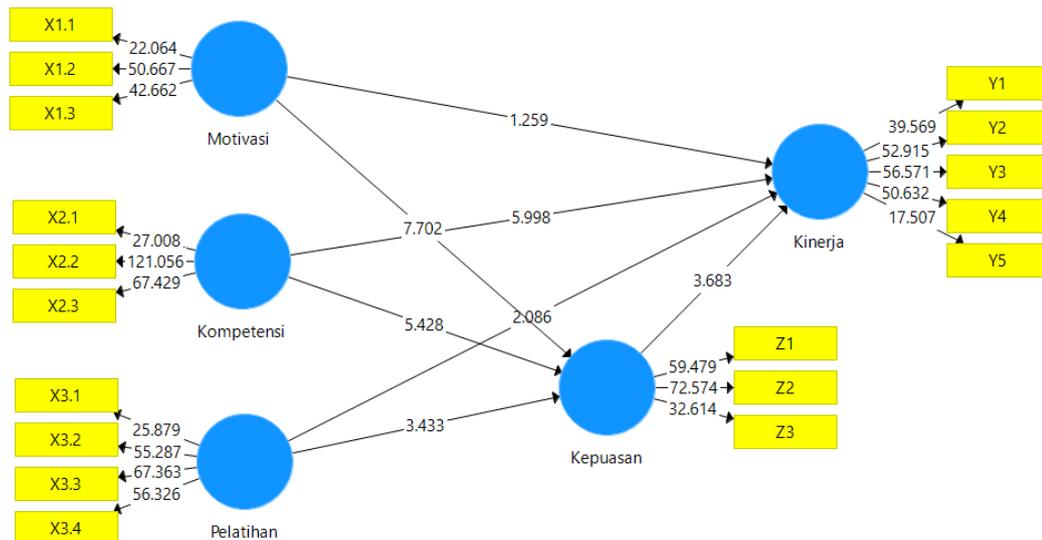
Inner Model Test

Figure 2. SEM Inner Model

TestThe Inner Model was conducted to examine the relationship between exogenous and endogenous constructs that had been hypothesized previously. to produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The Iner Model test is also known as the structural test.(Yamin, 2021)

Determinant Analysis (R Square)

Table 7. The results of the analysis of the determinants of the independent variables

Variable influence	R square	R square Adjusted
Performance (Y)	0.731	0.722
Satisfaction (Z)	0.717	0.710

Based onTable 7 above shows that the variables Motivation (X1), Competence (X2) and Training (X3) affect Employee Performance (Y) by 73.1 percent, while 26.9 percent are influenced by other variables not observed in this study. And for the variables Motivation (X1), Competence (X2) and Training (X3) affect Satisfaction (Z) by 71.7 percent while 28.3 percent are influenced by other variables not observed in this study.

Statistical T Analysis Test

Table 8. Independent Variable T-Value of the Dependent Variable.

Variable	T Statistics	T table	P Values	Cut Off P Value
Motivation -→Performance	1,259	1,979	0.209	0.05
Competency -→Performance	5,998	1,979	0.000	0.05
Training -→Performance	2,086	1,979	0.037	0.05
Motivation -→Satisfaction	7,702	1,979	0.000	0.05
Competency -→Satisfaction	5,428	1,979	0.000	0.05
Training -→Satisfaction	3,433	1,979	0.001	0.05
Satisfaction -→Performance	3,683	1,979	0.000	0.05

Motivation -→Satisfaction-→Performance	3,270	1,979	0.001	0.05
Competency -→Satisfaction-→Performance	3,009	1,979	0.003	0.05
Training -→Satisfaction-→Performance	2,518	1,979	0.012	0.05

Description : Significance 5%

Based on the results of the statistical T analysis as shown in Table 8 above, the hypothesis test for endogenous variables can be stated as follows:

The effect of motivation on employee performance

The results of the statistical T analysis obtained t count = 1.259 < t table = 1.979 with a P value of 0.209 or greater than the Cut off Value of 0.05. This means that the variable Motivation (X1) has a positive but not significant effect on Employee Performance (Y). So it can be stated that hypothesis 1 is rejected.

The results of this study are in line with the research presented by Rosmaini and Tanjung (2019), which states that motivation has a positive but not directly significant effect on employee performance.

The Effect of Competence (X2) on Employee Performance (Y)

The results of the statistical T analysis obtained t count = 5.998 > t table = 1.979 with a P Value of 0.000 or less than the Cut off Value of 0.05. This means that the Competency variable (X2) has a positive and significant effect on Employee Performance (Y). So it can be stated that hypothesis 2 is accepted.

The results of this study are in line with the research presented by Elizar and Tanjung (2018), which states that competence has a positive and significant direct effect on performance.

Effect of Training (X3) on Employee Performance (Y)

The results of statistical T analysis obtained t count = 2.086 > t table = 1.979 with a P value of 0.037 or less than the Cut off Value of 0.05. This means that the variable Training (X4) has a positive and significant effect on Employee Performance (Y). So it can be stated that hypothesis 3 is accepted.

The results of this study are in line with the research presented by Hendra (2020) and Halawa et al (2021), which state that training has a direct positive and significant effect on performance.

Effect of Motivation (X1) on Satisfaction (Z)

The results of the statistical T analysis obtained t count = 7.702 > t table = 1.978 with a P value of 0.000 or less than the Cut off Value of 0.05. This means that the variable Motivation (X1) has a positive and significant effect on satisfaction (Z). So it can be stated that hypothesis 4 is accepted.

The results of this study are in line with the research presented by Lestari (2021), which states that motivation has a direct positive and significant effect on employee satisfaction.

The Effect of Competence (X2) on Satisfaction (Z)

The results of statistical T analysis obtained t count = 5.428 > t table = 1.978 with a P value of 0.000 or less than the Cut off Value of 0.05. This means that the Competency variable (X2) has a positive and significant effect on Satisfaction (Z). So it can be stated that hypothesis 5 is accepted.

The results of this study are in line with the research presented by Dhermawan et al (2012), which states that competence has a positive and significant direct effect on employee satisfaction.

Effect of Training (X3) on Satisfaction (Z)

The results of the statistical T analysis obtained t count = 3.433 > t table = 1.978 with a P value of 0.001 or less than the Cut off Value of 0.05. This means that the variable Training (X3) has a positive and significant effect on Satisfaction (Z). So it can be stated that hypothesis 6 is accepted.

The results of this study are in line with research submitted by Wibowo (2021), which states that training has a direct positive and significant effect on employee satisfaction.

Effect of Satisfaction (Z) on Performance (Y)

The results of statistical T analysis obtained t count = 3.683 > t table = 1.978 with a P value of 0.000 or less than the Cut off Value of 0.05. This means that the variable Satisfaction (Z) has a positive and significant effect on Employee Performance (Y). So it can be stated that hypothesis 7 is accepted.

The results of this study are in line with the research presented by Adha and Wandi (2019), which states that satisfaction has a direct positive and significant effect on employee performance.

Effect of Motivation (X1) on Performance (Y) through Satisfaction (Z)

The results of statistical T analysis obtained t count = 3.270 > t table = 1.978 with a P value of 0.001 or less than the Cut off Value of 0.05. This means that the variable Motivation (X1) has a positive and significant effect on Employee Performance (Y) through Satisfaction (Z). So it can be stated that hypothesis 8 is accepted.

The results of this study are in line with the research presented by Suristya & Adi (2021), which states that motivation has a direct positive and significant effect on employee performance through employee satisfaction.

Effect of Competence (X2) on Performance (Y) through Satisfaction (Z)

The results of the statistical T analysis obtained t count = 3.009 > t table = 1.978 with a P value of 0.003 or less than the Cut off Value of 0.05. This means that the Competency variable (X2) has a positive and significant effect on Employee Performance (Y) through Satisfaction (Z). So it can be stated that hypothesis 12 is accepted.

The results of this study are in line with the research presented by Suristya & Adi (2021), which states that competence has a direct positive and significant effect on employee performance through job satisfaction.

Effect of Training (X3) on Performance (Y) through Satisfaction (Z)

The results of the statistical T analysis obtained t count = 2.518 > t table = 1.978 with a P value of 0.012 or less than the Cut off Value of 0.05. This means that the variable Training (X3) has a positive and significant effect on Employee Performance (Y) through Satisfaction (Z). So it can be stated that hypothesis 10 is accepted.

The results of this study are in line with the research presented by Kanafiah et al (2021), which states that training has a direct positive and significant effect on employee performance through employee job satisfaction.

CONCLUSION

Based on the results of the study it can be concluded that employee motivation has a positive but not significant effect on employee performance, while competency and training have a positive and significant influence on employee performance. Motivation, competency and training have a positive and significant impact on employee job satisfaction. Motivation, competency and training have a positive and significant impact on employee performance through job satisfaction.

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