

Impact of Competence, Work Environment and Work Motivation on Employee Performance in the Financial and Asset Management Division

by Keke Sulaltin

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Nursaid, Keke Sulalatin Fathiah, Ni Nyoman Putu Martini, Abadi Sanosra,
Nurul Qomariah*

Universitas Muhammadiyah Jember

Email: nursaid@unmuhjember.ac.id, sulalatinkeke02@gmail.com,
ninyomanputu@unmuhjember.ac.id, anadisanosra@unmuhjember.ac.id,
nurulqomariah@unmuhjember.ac.id*

Corresponding Author: Nurul Qomariah

ABSTRACT

The Regional Financial and Asset Management Agency is a regional financial management technical institution that is responsible for creating a regional financial management system that is synergized and integrated with all Regional Apparatus Organizations aimed at improving the quality of asset data that supports regional balance sheets. The purpose of this study was to determine the impact of employee competence, work environment and work motivation on employee performance at the Regional Financial and Asset Management Agency of Bondowoso Regency. The number of samples of this study was 61. The analysis technique used was the Structural Equation Model (SEM) using SmartPLS 5.0. The results of data analysis indicate that the employee competency variable has a significant effect on employee performance. Work environment variables have a significant effect on employee performance, and work motivation has a significant effect on employee performance.

Keywords: employee competence, work environment, work motivation, employee performance

INTRODUCTION

In Law 5 of 2014 concerning the State Civil Apparatus, it is explained that civil servants and government employees are professions bound by work agreements working for government agencies. ASN is regulated by a separate law, namely Law 5 of 2014 concerning the state civil apparatus. Law Number 5 of 2014 concerning State Civil Apparatus was ratified by the fifth President of the Republic of Indonesia, namely Susilo Bambang Yudhoyono on January 15, 2014. To realize national goals and implement the nation's ideals, civil servants are needed. Employees of the state civil apparatus are entrusted with the task of carrying out public service tasks, government duties, and certain development tasks, it is necessary to build a state civil apparatus that has integrity, is professional, neutral and free from political intervention, is free from practices of corruption, collusion and nepotism, and able to provide public services to the community and able to carry out the role as an element of national unity and integrity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. the qualifications possessed by candidates in recruitment, appointment, placement, and promotion to positions in line with good governance and to realize the state civil apparatus as part of bureaucratic reform, it is necessary to establish the state civil apparatus as a profession that have the obligation to manage and develop themselves and are obliged to account for their performance and apply the principle of merit in the implementation of the management of the state civil apparatus (<https://www.jember.pabang.com/pustaka/uu-5-2014- Aparatur-sipil-negara-asn>). To realize national goals, it is necessary to have civil servants assigned to carry out public service tasks, government duties, and certain development tasks. Public service duties are carried out by providing services for goods, services, and/or administrative services provided by state civil servants. The government's tasks are carried out in the context of implementing general

government functions which include the utilization of institutions, staffing, and management. Meanwhile, in the context of the implementation of certain development tasks, it is carried out through nation building as well as through economic and social development directed at increasing the welfare and prosperity of the entire community. In carrying out their duties, the state civil apparatus is required to provide the best service to the community. Services to the community must be provided so as to provide satisfaction to the community. If the services provided can provide a level of satisfaction to the community, it can be said that the state civil apparatus has performed well.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him (Azhad et al., 2015). According to (Mangkunegara, 2010) performance is the result or output of a process carried out by an employee. (Luthans, 1995) suggests that performance is the quantity or quality of something produced or services provided by someone who does the job. (Mulyadi, 2016) suggests that performance is work performance, namely the comparison between work results and established standards. Employee performance is the result of work achieved by a person in carrying out assigned tasks including the quality and quantity of output as well as reliability at work. Many factors can improve the performance of an employee or employee. Several factors are indicated to improve employee performance, among others: competence, work environment and work motivation.

Competence is the knowledge, skills, and abilities possessed by a person, which are part of him, so that he can carry out certain cognitive, affective, and psychomotor behaviors to complete his tasks (Hutapea, 2008). A person's competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity (Mulyadi, 2016). Competence is a basic characteristic of a person that allows employees to issue superior performance in their work so that they can provide the best results (Mangkunegara, 2010). The relationship between employee performance can be illustrated that employees who have in accordance with the field of work being occupied will give the best results. Research on the relationship between competence and employee performance has been put into research. (Amdani et al., 2019) conducted a study on Medan Polytechnic Ganesha and the result is that competence has a positive and significant effect on the performance of Medan Ganesha Polytechnic employees. Research from (Yamin & Ishak, 2018), (Wasiman, 2020), (Sriwidodo & Haryanto, 2010), (Basalamah, 2017), (Friolina et al., 2017), (Mukhtar, 2018), (Setiawati, 2017), (Nyoto et al., 2020), (Pinca, 2015), (Sujana, 2012), (Ataunur & Ariyanto, 2015), (Indiyaningsih et al., 2020), (Amdani et al., 2019), (S. Manik & Syafrina, 2018), (Rande, 2016), (Mustikawati & Qomariah, 2020), (Sulistyo et al., 2016), (Kaphang et al., 2014), (Mananeke et al., 2014), (Herawati & Mahfudnumajmuddin, 2018), (Abdi & Wahid, 2017), (Pujiarti, 2019), (Winanti, 2011), (Friolina et al., 2017), (Renyut et al., 2017), (Marhayani et al., 2019), (Abusama et al., 2017), (E. Manik & Wiarah, 2014), (Basriani, 2016), (Priyono et al., 2019), (Mananeke et al., 2014), (Sholehatusya'diah, 2017), (Saban et al., 2020) states that employee competence can improve employee performance. Several studies which state that competence has no effect on employee performance include: (Bahri et al., 2018), (Adam & Kamase, 2019), (Utomo et al., 2019) (Wong et al., 2020), (Chandra et al., 2020).

According to (Nitisemito, 2008), the work environment is everything that is around work and can affect an employee in carrying out the tasks assigned to him. The work environment is the whole of tools and materials faced by the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups (Sedarmayanti, 2011). The work environment is the overall work facilities and infrastructure around employees who are doing work that can affect the implementation of the work itself (M. S. P. Hasibuan, 2016). (Sarwono, 2005) states that the work environment is a collection of

work environments in a place (37) has an impact on employee morale, as well as productivity both positively and negatively. The relationship between the work environment and employee performance is very close. Physical work environment in the form of office space, lighting, coloring can make the work atmosphere comfortable. The non-physical work environment in (68) form of good relations between employees and co-workers and leaders can also have an impact on employee performance. A comfortable physical and non-physical environment will increase a person's performance in completing tasks from superiors. Research from (Kurniawati & Tobing, 2019), (Rozalena et al., 2018), (Anggitaningsih & Handriyono, 2019), (Soetikno, 2017), (Indris & Primiana, 2015), (Adha et al., 2019), (Aktarina, 2015), (Dessy et al., 2018), (Marhayani et al., 2019), (Iska (35)ur & Juhana, 2014), (E. A. Hasibuan & Afrizal, 2019), (Pioh & Tawas, 2016), (Novitasari et al., 2012), (Sugiyatmi et al., 2016), (Hafifi et al., (11)18), (Priyono et al., 2018b), (Yohana et al., 2020), (Kurniawati & Tobing, 2019), (Kapahang et al., 2014), (Bentar et al., 2017), (Fachreza et al., 2014), (Husnah et al., 2018), (Feel et al., 2018), (Firdaus et al., 2017), (Siregar et al., 2020), (Ardianti et al., 2018), (Susanti, 2017), (Suwondo & Sutanto, 2015), (Komaling et al., 2016), (Priyono et al., 2018b), (Abdi & Wahid, 2017), (Parhusip et al., 2020) states that a comfortable work environment can improve employee performance. Meanwhile research (Riansari et al., 2012) states that the work environment has no impact on employee performance.

The driving force that exists within a person is often called a motive. The driving force outside of a person must be generated by the leadership and so that things outside of a person's self also (13)fluence him, the leader must choose various means or tools that are suitable for other people. Motivation questions how to direct the power and potential of subordinates so that they want to work together productively to achieve and realize the goals that (57)e been determined (Simamora, 2006). Motivation is something that moves or encourages a person or group of people to do or not do something (Mu'ah, 2002). Motivation can also be interpreted as a factor that gives hope, namely hard work in achieving expected achievements with achievements that can provide results for the benefit of the activities carried out (Mangkunegara, 2010). Motivation can be defined as something that pushes someone to do something and expends all his effort and energy for it. The nature and intensity of each person's motivation varies depending on the various influences that exist at a certain time (Mulyadi, 2016). If motivation is associated with employee performance, it will provide a very important role. With someone's motivation to get achievements and awards, the performance of an employee will also increase. Research on the role of motivation that can improve employee performance has been done a lot. Several studies which state that work motivation can improve employee performance include: (Sriwidodo & Haryanto, 2010), (Sujana, 2012), (Ahmad et al., 2014), (Vidianingtyas & Putri, 2014), (Hermawan, 2015), (Komaling et al., 2016), (Achmad, 2016), (Brury, 2016), (Wibowo & Putra, 2016), (Lopes, 2016), (Solikah et al., 2016), (Abusama et al., 2017), (Sumowo, 2017), (Ariono, 2017), (Riantoko et al., 2017) (Gala et al., 2017), (Firdaus et al., 2017), (Basalamah, 2017), (Perdana, 2018), (Sya'roni et al., 2018), (Priyono et al., 2018a), (Manggis (38) al., 2018), (Kosasih, 2018), (Hidayah & Tobing, 2018), (Koni, 2018), (Adam & Kamase, 2019), (Adha et al., 2019), (Samah et al., 2019), (Kurniawan et al., 2019), (Permana et al., 2019), (Soebyakto et al., 2019), (Hendrawijaya et al., 2019), (Kurniawati & Tobing, 2019), (Utomo et al., (3)019), (Paais & Pattiruhu, 2020), (Atikah & Qomariah, 2020), (Qomariah, Hermawan, et al., 2020), (Hardianto (3) al., 2020), (Mayangsari et al., 2020), (Sari et al., 2020), (Wijianto et al., 2020), (Istanti et al., 2020), (Qomariah, Hermawan, et al., 2020), (Pancasila et al., 2020), (Qomariah, Warsi, et al., 2020).

While research which states that work motivation does not have an impact on employee performance include: (Brahmasari & Suprayetno, 2008), (Dolphina, 2012), (Muhammad Arifin, 2015), (Changgriawan, 2017), (Julianry et al., 2017), (Hanafi & Abadi, 2018).

This research was conducted at the Regional Financial and Asset Management Agency of Bondowoso Regency. As for the strategic issues that need serious attention and handling in the implementation of the main tasks and functions of the Regional Financial and Asset Management Agency for the next 3 (three) years, among others: 1) the utilization of regional assets is still not optimal as a source of retribution revenue; 2) there is still a need for competent personnel in the field of asset valuation for the preparation of balance sheets in order to accelerate the overall financial statements; 3) competent human resources in the field of information technology and infrastructure are still needed for SIMDA applications. With regard to the theory that has been described and also based on previous research that has been carried out by previous researchers and based on the problems that are still faced by the Regional Financial and Asset Management Agency of Bondowoso Regency, there are 3 (three) research questions that need to be answered, namely: 1) first, Can the competencies possessed by employees improve employee performance? Second, can the work environment improve employee performance? Finally, can work motivation improve employee performance at the Regional Financial and Asset Management Agency of Bondowoso Regency?.

The research conducted at the Regional Financial and Asset Management Agency of Bondowoso Regency is expected to have three objectives. The first objective is to determine the effect of employee competence on employee performance. Second, to determine the effect of the work environment on employee performance. Third, to determine the effect of work motivation on employee performance. This study also contributes to the human resource management literature that focuses on improving the relationship between employee competence, work environment and motivation with performance. This research also contributes to the Regional Work Units in each Level II Regional Government in each province related to improving employee performance.

RESEARCH METHODS

In this study, descriptive and quantitative research methods are used, which are methods for analyzing data by describing or describing the data that has been collected as it is without the intention of making conclusions (Sugiyono, 2017). The variables in this study have 2 (two) variables. First, the independent variable which consists of competence, work environment and work motivation. Second, the dependent variable is the employee performance variable.

Each variable has dimensions that will later be used as a measuring tool in conducting research. The dimensions of the competency variables include: 1) knowledge possessed by employees, 2) understanding owned by employees related to understanding working conditions, 3) values believed and psychologically have been integrated in an employee in carrying out their duties (honesty, openness), democratic, etc.), 4) the ability possessed by the individual to carry out the task, 5) the attitude of feeling (happy-not happy, like-dislike) or employee reaction to a stimulus that comes from outside. The second independent variable is the work environment with dimensions including: 1) cleanliness of the work environment, 2) lighting of the work environment, 3) air exchange in the work environment, 4) guarantee of employee safety, 5) arrangement of the room. The dimensions of work motivation variables using Maslow's Theory are 1) physiological needs, 2) security needs, 3) social needs, 4) self-esteem needs, 5) self-actualization needs. The dimensions of employee performance use the theory proposed by (Gomes, 2010), namely: 1) quality of work, 2) quantity of work, 3) job knowledge, 4) creativeness, 5) cooperation.

The population in this study were all employees of the Regional Financial and Asset Management Agency of Bondowoso Regency which was located on Jalan Letjen Suprpto No. 68 Bondowoso, totaling 61 people. The sample used is a number of populations so it is also called a saturated sample (Ghozali, 2016). The data analysis technique used in this study is Partial Least Square (PLS) using the WarpPLS 5.0 application. Partial Least Square is a

multivariate statistical technique that can handle many response/bound/dependent variables as well as explanatory variables at once (Solihin & Ratmono, 2013).

Outer Analysis This model is used to specify the relationship between latent variables and their indicators. The tests carried out on the analysis of the outer model are: Convergent Validity, Discriminant Validity, Composite Reliability. The construct reliability test can be measured by 2 (two) criteria, namely composite reliability and Cronbach's alpha. A construct is declared reliable if the composite reliability value is > 0.70. The reliability test was also strengthened by Cronbach Alpha. Expected Cronbach Alpha value > 0.6 for all constructs. According to (Ghozali, 2016) the expected Average Variance Extracted (AVE) is > 0.5. See and compare between discriminant validity and square root of Average Variance Extracted (AVE). The correlation can be said to be valid if it has a value > 0.5. If the AVE value is higher than the correlation value between the constructs, then good discriminant validity is achieved. The recommended value is the AVE value must be greater than 0.50.

Inner model analysis is used to determine the relationship between latent variables. Inner model analysis can be done with path analysis and R Square (R²). Structural path coefficient analysis is used to determine how much influence exogenous variables have on endogenous variables. R Square (R²) is the coefficient of determination used to see the ability of exogenous variables to explain endogenous variables.

RESULTS AND DISCUSSION

Statistical Analysis Description

Statistics on the description of employee respondents at the Regional Financial and Asset Management Agency of Bondowoso Regency totaling 61 people related to gender, age and years of service are presented in Table 1.

Table 1. Descriptive Statistical Analysis Results

Variable	Percentage
Sex	
Male	39
Female	61
Age in years	
20 – 30	15
31 – 40	43
41 – 50	30
51 – 60	12
Years of service	
0 - 10 years	34
11 – 20 years	23
21 – 30 years	33
31 – 40 years	10

Data Analysis Results

The validity test criteria is to use the loadings factor (cross-loadings factor) with a value of more than 0.50 and average variance extracted (AVE) with a value exceeding 0.50. To test the validity of the convergent and to test the validity of the discriminant using the ratio of the roots of the AVE with the correlation between variables. The construct AVE value should be higher than the correlation between latent variables (Solihin & Ratmono, 2013). The results of WarpPLS 5.0 are presented in the Table. 2. The results of the WarpPLS 5.0 calculation in Table 2. show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met. In Table 3, information can be obtained that the AVE root value of the same variable is higher than the AVE root value in different variables. This shows that the discriminant validity test criteria have been met. Thus the instrument used in this study has met all the provisions of the validity test.

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of the WarpPLS 5.0 data processing for the reliability test are presented in Table 4. The basis used in the reliability test is the value of composite reliability coefficient and Cronbach's alpha coefficients above 0.5. The results of the reliability test in Table 4. indicate that the questionnaire instrument in this study has met the requirements of the reliability test. The results of hypothesis testing are presented in Table 5. All hypotheses proposed are accepted.

Table 2. Combined Loadings And Cross-Loadings

	X1	X2	X3	Y	Type	SE	P value
X1.1	0.777	0.026	0.110	0.275	Reflect	0.101	<0.001
X1.2	0.712	0.461	-0.162	-0.517	Reflect	0.100	<0.001
X1.3	0.792	0.241	-0.096	-0.695	Reflect	0.104	<0.001
X1.4	0.772	0.178	-0.495	0.091	Reflect	0.105	<0.001
X1.5	0.765	-0.874	0.563	0.802	Reflect	0.101	<0.001
X2.1	0.187	0.788	0.250	-0.188	Reflect	0.101	<0.001
X2.2	-0.187	0.772	0.284	0.701	Reflect	0.101	<0.001
X2.3	-0.004	0.766	-0.498	0.008	Reflect	0.102	<0.001
X2.4	-0.234	0.708	0.202	0.149	Reflect	0.104	<0.001
X2.5	0.225	0.729	-0.244	-0.695	Reflect	0.103	<0.001
X3.1	0.669	0.092	0.883	0.180	Reflect	0.124	<0.001
X3.2	-0.152	0.305	0.825	-0.190	Reflect	0.096	<0.001
X3.3	0.220	-0.002	0.754	-0.420	Reflect	0.098	<0.001
X3.4	0.668	-0.452	0.849	0.396	Reflect	0.126	<0.001
X3.5	-0.208	-0.374	0.729	0.698	Reflect	0.103	<0.001
Y1.1	0.269	-0.599	0.589	0.729	Reflect	0.103	<0.001
Y1.2	-0.288	-0.717	0.580	0.766	Reflect	0.102	<0.001
Y1.3	0.001	0.506	-0.695	0.854	Reflect	0.121	<0.001
Y1.4	-0.151	0.127	-0.346	0.841	Reflect	0.102	<0.001
Y1.5	0.219	1.272	-0.783	0.746	Reflect	0.106	<0.001

Table 3. Comparison of Roots of AVE and Correlation between Variables

	X1	X2	X3	Y
X1	0,7612	0,1392	0,1382	-0,0978
X2	0,2046	0,7716	0,0502	0,205
X3	-0,064	0,0182	0,7644	0,0906
Y	-0,0308	0,0198	0,0112	0,7914

Table 4. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Competence	0,782	0,752
Work Environment	0,788	0,764
Motivation	0,721	0,747
Employee Performance	0,769	0,724

Table 5. Recapitulation of Hypothesis Test Results

Hypothesis	Path Coefficients	P-value	Conclusion
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. H1	Employee competence affects employee performance	0,249	0,019	Hypothesis Accepted
. H2	The work environment affects employee performance	0,630	0,001	Hypothesis Accepted
. H3	Work motivation affects employee performance	0,220	0,031	Hypothesis Accepted

Discussion

Based on the results of testing the employee competence variable on employee performance, the coefficient value is 0.249 with a t -value of 0.019. Because the value of t -value is smaller than ($0.019 < 0.05$), then H_0 is rejected, thus there is a significant effect of employee competence on employee performance. This means that employee competence has a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. Thus the hypothesis which states that competence affects employee performance is proven true or H_1 is accepted.

Based on the results of testing the work environment variable on employee performance, the coefficient value is 0.630 with an t -value of 0.001. Because the t -value is smaller than ($0.001 < 0.05$) then H_0 is rejected, thus there is a significant effect of the work environment on employee performance, based on the second hypothesis which states that the work environment affects employee performance. This means that the work environment has a significant effect on the performance of the employees of the Regional Financial and Asset Management Agency of Bondowoso Regency.

Based on the results of testing the work motivation variable on employee performance, the coefficient value is 0.220 with an t -value 0.031. Because the value of t -value is smaller than ($0.031 < 0.05$), then H_0 is rejected, thus there is a significant effect of work motivation on employee performance. This means that work motivation has a significant effect on the performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency, which is proven true or H_3 is accepted. Motivation is an encouragement so that someone is motivated in doing work to be better (Mangkunegara, 2010). By having a strong motivation in order to get an award from the organization, it is possible that an employee will improve his performance.

CONCLUSIONS AND SUGGESTIONS

Based on the research findings that have been described, the conclusions in this study are as follows: (1). The test results prove that employee competence has a positive and significant effect on work motivation of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. Knowledge indicator of respondents on how to make financial reports in accordance with the guidelines & standard rules for preparing financial statements, dominated by the agreeable answers with 45 respondents or 73.8%. The indicator of understanding of respondents about the characteristics and working conditions effectively and efficiently, is dominated by the agreeable answers with a total of 37 respondents or 60.7%. Indicator value respondents believe that honesty, openness and democracy are very much needed in the preparation of financial statements, dominated by agreeable answers, which are 40 respondents or 65.6%. The ability indicator of respondents chose a more effective and efficient work method, dominated by agreeable answers, namely 44 respondents or 72.1%. (2). The test results prove that the work environment has a positive and significant effect on the work motivation of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. The cleanliness indicator of the work environment at BPKAD is clean, so it will trigger an increase in employee performance, dominated by the agreeable answers, which are 40 respondents or 65.6%. The lighting indicator of the work environment in BPKAD has adequate lighting both during the day and at night, dominated by the agreeable answers, which are 34 respondents or 55.7%. Air circulation indicator the working environment in BPKAD has adequate ventilation for air circulation, dominated by agreeable answers, which

are 36 respondents or 59.0%. The indicator of guarantee on security in working at BPKAD, because there is a guarantee of physical security & old age guarantee, is dominated by the agreeable answer, which is 37 respondents or 60.7%. The spatial indicator of the work environment at BPKAD has a good spatial layout so that employees are comfortable at work, dominated by agreeable answers, which are 35 respondents or 57.4%. (3) The test results prove that work motivation has a positive and significant effect on the performance of employees of the Regional Financial and Asset Management Agency of Bondowoso Regency. This is supported by indicators of work motivation which consist of 5 indicators of motivation. Physiological needs indicator has received a decent salary / wages, to meet basic needs, dominated by the agreed answer, namely a number of 40 respondents or 67.6%. The indicator of the need for safety from the threat of danger and the work environment, is dominated by the agreeable answers, which are 39 respondents or 63.9%. Indicator of social needs can perform a good and harmonious work interaction, dominated by the agreeable answers, which are 36 respondents or 59.0%. The indicator of self-esteem needs received appreciation and recognition and was not treated arbitrarily, dominated by agreeable answers, namely 40 respondents or 65.6%. Indicators of self-actualization needs to develop themselves and potential, are dominated by the agreed answers from the respondent, namely 39 respondents or 63.9%.

The suggestions that can be given based on the results of the study are: (1) Referring to the results of the study that the work environment has the strongest influence on improving employee performance, it is hoped that the Bondowoso Regency BPKAD will further improve the work environment at the Regional Financial and Asset Management Agency of Bondowoso Regency, both physically and non-physically. For other researchers, it is advisable to examine the effect of the work environment not only physically, but also non-physically. (2) For other researchers, it is recommended to consider the measurement scale that will be used in the research questionnaire, so that respondents who do not understand the question or questionnaire statement do not answer neutrally or do not have an opinion. (3) For future research, it is recommended to consider other factors that also affect work motivation and employee performance such as leadership, work environment and work discipline. (4) Subsequent research in order to expand the orientation of the research to a larger scope of organization or a larger population so that the level of generalization is higher.

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