The Influence of Competence and Motivation on Employee Performance with Moderation Variables Work Commitment at Regional Secretariat of Lubuklinggau City

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Abstract
This study aims to empirically test the effect of competence and motivation on employee performance with work commitment as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. From the test shows that the first hypothesis is competence affects employee performance. The second hypothesis is that motivation influences employee performance. The third hypothesis is that work commitment can moderate the effect of competence on performance. The fourth hypothesis is that work commitment can moderate the effect of motivation on employee performance.

Keywords: performance, work commitment, competency, motivation.

1. Introduction

Human resources are the only resources that have reason, feelings, skills, knowledge and creativity, such as the role of each person towards their environment which cannot be separated from the attitude of development and the potential that exists within them to develop the environment, foster, as well as improve the welfare of society as a whole sustainable, (Nuraini, 2017). While the performance itself is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization, (Sutrisno, 2015). Human Resources (HR) are humans who work in an organization's environment (called personnel, workforce, workers or employees, employees). Organization is a formal union system of two or more people who work together to achieve certain goals (Hasibuan, 2016). The success of an organization or government agency is strongly influenced by the performance of its employees.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization.

To achieve good performance, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them to match
performance standards. Competence in Human Resources (HR) is one of the requirements that must be met by each individual, employees must have adequate competence in carrying out and completing work, so that the work results obtained can be optimal and satisfying. Therefore, competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016). No matter how sophisticated and complete the supporting facilities are owned by a work organization, without adequate employees, both in number (quantity) and ability (quality), then the organization or agency will not be able to succeed in realizing the vision, mission and goals of an agency. Competence provides a basis that can be accounted for in carrying out human resource management that is able to help agencies obtain, place, maintain, and develop reliable human resources for services in the era of globalization (Sedarmayanti, 2016).

The abilities and expertise possessed by employees are meaningless if they do not want to work hard in carrying out the tasks assigned to them. This should be a concern for the leaders of an agency in order to be able to provide motivation for their employees to be more enthusiastic about carrying out the tasks that have been given. Basically motivation can spur employees to work hard so they can achieve their goals. This will improve employee performance so that it affects the achievement of organizational goals (Rivai, 2016). With high motivation it will produce optimal work but vice versa if motivation is low even though the individual is competent it certainly will not produce optimal work.

In addition, performance is also influenced by employee commitment, because through this commitment a professional work climate will be created. So, the higher the commitment to the organization can improve the employee's performance. An employee who has high performance can support the achievement of goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. To encourage commitment, organizations need to define and communicate their mission, create a sense of community and support employee development.

Based on the initial observations that the researchers made, information was obtained that there were still many employees whose performance was still low and not yet optimal to meet their performance standards as indicated by the lack of employee attention to agency goals, employee work results did not meet the standards contained in the agency, there was no feedback from superiors regarding the achievements that have been achieved by employees, lack of support such as facilities and infrastructure that can reduce employee performance, responsibility in each job given is still lacking.

Based on data from the Lubuklinggau City Blood Secretariat Office, it shows that out of
30 employees who have attended technical training, only 6 employees. This certainly affects the level of competency possessed by employees, this situation results in a minimum knowledge of employees in dealing with obstacles when carrying out tasks, a lack of understanding that is owned in analyzing and solving a problem that occurs, the ability and expertise of employees related to the work carried out is not optimal, lack of experience in shaping the nature and values of self-concept, as well as the lack of employee interest in developing self-competence.

The level of employee motivation based on educational data from the Lubuklinggau City Regional Secretariat Office is still relatively low. This is indicated by the presence of employees who do not have the desire to improve their education to a higher level. In addition, employees also do not have high enthusiasm and responsibility in carrying out each of their duties, employees also still do not meet this standard as evidenced by the lack of interest from employees to increase their level of education, and motivation from superiors to improve employee performance is still very weak.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance. Factors that can affect the performance of agency employees must pay more attention to the competence, motivation and work commitment of each employee. Because these factors have a strong influence in improving employee performance.

Previous research on employee performance which is influenced by competence and motivation through work commitment explains that work commitment moderates the effect of motivation on employee performance (Kusumo, 2017). Other research regarding the effect of motivation and competence on employee performance with commitment as a moderating variable shows positive results, namely commitment moderates the effect of motivation and competence on employee performance (Baroroh, 2017). Subsequent research explaining the effect of competence and motivation on employee performance with work commitment as a moderating variable shows the result that the commitment variable does not moderate the effect of competence and motivation on employee performance (Martono et al., 2018).

2. Literature Review
Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmere, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is a manifestation of the work that has been produced or carried out by employees (Priansa, 2017).

Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organizational performance if there
are no benchmarks for success (Danuarta, 2017)

Basically, commitment is individual, an attitude or behavior that is owned by each individual. Work commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals (Wibowo, 2017).

Commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization (Fakhry, 2017). Commitment is a common phenomenon that occurs in all social systems (Kaswan, 2017). Commitment can be interpreted as self-emotional encouragement in a positive sense. Where employees who want their careers to advance are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving performance (Emron, 2017).

Competence can be defined as a person's ability to do a job based on skills and knowledge. Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the attitudes demanded by the job (Wibowo, 2016).

Competence are characteristics related to superior and or effective performance at work (Sudarmanto, 2019).

Competence is a fundamental characteristic possessed by someone who has a direct effect on/can predict excellent performance (Sedarmayanti, 2017). Competence is the ability to be knowledgeable, skilled, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015).

Motivation is an encouragement for someone to do work (Kasmere, 2016). Motivation is an impetus for a series of processes of human behavior in achieving goals (Wibowo, 2016).

Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results (Pandi, 2018).

Motivation is a process of trying to influence or encourage the people they lead to do the work they want, according to certain goals that have been set beforehand.

Motivation comes from the Latin word *movere* which means pushing or moving. Motivation in management is only *aimed* at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2020).

Motivation is the desire that exists in an individual who stimulates him to take actions, both from an active perspective (motivation as a positive effort), and from a passive aspect (motivation as a stimulus and need) (Sedarmayanti, 2016).

3. Research Method

This study uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, work commitment, competence and
motivation. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people.

This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variable and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether the work commitment variable can strengthen or weaken the relationship between competence and motivation on performance.

4. Findings and Discussions

Based on the results of calculations with the SPSS for Windows version 23 program, the coefficients in the Multiple Linear Regression equation are obtained as follows:

Table 1. Multiple Linear Regression Results

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>std. Error</td>
<td>Betas</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>0.219</td>
<td>6.298</td>
<td>0.035</td>
<td>0.972</td>
</tr>
<tr>
<td>1</td>
<td>Competence 0.393</td>
<td>0.108</td>
<td>0.316</td>
<td>3.631</td>
</tr>
<tr>
<td></td>
<td>Motivation 0.648</td>
<td>0.089</td>
<td>0.633</td>
<td>7.274</td>
</tr>
</tbody>
</table>

From the table above it is known that the value of t count (3.631) > t table (1.697) or Sig. (0.001) < 0.05. This means that the competency variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) competence affects employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

It is known that the value of t count (7.274) > t table (1.697) or Sig. (0.000) < 0.05. This means that the motivational variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) motivation influences employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination with the SPSS for Windows version 23 program can be seen in the following table:

Table 2. Results of the Coefficient of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.854(^a)</td>
<td>0.729</td>
<td>0.720</td>
<td>3.04832</td>
</tr>
</tbody>
</table>
From the table above shows the value of the coefficient of determination ($R^2$) obtained is 0.729 which can be interpreted, changes in the value of the dependent variable employee performance are explained by all independent variables namely competence and motivation simultaneously by 72.9%. The rest (100% - 72.9 %) is 27.1 % and is influenced by other variables not examined in this study.

The results of the F test (simultaneous) on competency and motivation variables on employee performance can be seen in the following table:

**Table 3. F test results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1425.193</td>
<td>2</td>
<td>712.596</td>
<td>76.687</td>
<td>0.000b</td>
</tr>
<tr>
<td>residual</td>
<td>529.657</td>
<td>27</td>
<td>9.292</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1954.850</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The table above shows, the calculated F value obtained is 76.687 with a significant value of 0.000 < 0.05. This shows, simultaneously the independent variables of competence and motivation have a significant influence on the dependent variable of employee performance.

The Moderated Regression Analysis (MRA) test calculations can be seen as follows:

**Table 4. Moderated Regression Analysis Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>11,827</td>
<td>6,572</td>
</tr>
<tr>
<td>Competence</td>
<td>0.598</td>
<td>0.105</td>
</tr>
<tr>
<td>Work Commitment</td>
<td>0.494</td>
<td>0.086</td>
</tr>
<tr>
<td>KO*KK</td>
<td>0.648</td>
<td>0.089</td>
</tr>
</tbody>
</table>

From the table above it is known that $t$ count (7.274) > $t$ table (1.697) and Sig. (0.000) < 0.05. The table above shows that the competency variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 0.648 and is positive. This means that the value of the employee performance variable will increase by 0.648 if the value of the competency variable moderated by the work commitment variable increases and the other independent variables have a fixed value. It can be concluded that work...
commitment moderates the relationship between competency and employee performance. Where work commitment can strengthen the influence of competence on employee performance. This proves that employees who have good competence can improve employee performance. This means that the higher the competency possessed by employees with moderate work commitment, the employee's performance will increase. Thus it can be concluded that the third hypothesis (H3) work commitment can moderate the effect of competence on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 5. Determination Coefficient Results

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.901 a</td>
<td>0.812</td>
<td>0.807</td>
<td>1.19842</td>
</tr>
</tbody>
</table>

From the table above it is known that the R square value is 0.812, which means that the effect of competence on performance with work commitment as a moderating variable is 81.2%.

Table 6. Results of Moderated Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>33,931</td>
<td>9.109</td>
<td>3,725</td>
<td>0.001</td>
</tr>
<tr>
<td>Motivation</td>
<td>1,538</td>
<td>0.181</td>
<td>8,513</td>
<td>0.000</td>
</tr>
<tr>
<td>Work Commitment</td>
<td>1,409</td>
<td>0.158</td>
<td>8,922</td>
<td>0.000</td>
</tr>
<tr>
<td>MO*KK</td>
<td>0.830</td>
<td>0.230</td>
<td>3,613</td>
<td>0.001</td>
</tr>
</tbody>
</table>

From the table above it is known that t count (3.613) > t table (1.697) and Sig. (0.001) < 0.05. The table above shows that the motivational variable has a significant level of 0.001, which is less than 0.05. The parameter coefficient value is 0.830 and is positive. This means that the value of the employee performance variable will increase by 0.830 if the value of the motivation variable moderated by the work commitment variable increases and the other independent variables have a fixed value. It can be concluded that work commitment moderates the relationship between motivation and employee performance. Where work commitment can strengthen the influence of motivation on employee performance. This proves that employees who have good motivation can improve employee performance and vice versa if motivation is not good it will also reduce employee performance. This means that the higher the motivation moderated by work commitment, the employee's performance will increase. Thus it can be concluded that the
fourth hypothesis (H4) work commitment can moderate the effect of motivation on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7 Coefficient of Determination

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.895</td>
<td>0.810</td>
<td>0.793</td>
<td>2.61695</td>
</tr>
</tbody>
</table>

From the table above it is known that the R square value is 0.810, which means that the effect of motivation on performance with work commitment as a moderating variable is 81.0%.

The Effect of Competence on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of competence on employee performance. This shows that the higher the competence possessed by employees, the performance of employees will also increase. The results of this study support the theory (Wibowo, 2018) which says that competence shows the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raise professional quality standards in their work. As the purpose of competence is to encourage the success of an organization to achieve its goals. The results of this study are in line with research conducted by (Rukmana, 2016) entitled The Impact of Leadership, Work Motivation and Competence on Employee Performance and Their Implications for the Quality of Development Planning” (Case study at Pasundan University). This study states that competence has a significant influence on employee performance.

The Effect of Motivation on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of motivation on employee performance. This proves that the higher the motivation level of an employee, the higher his performance will also be. Work motivation has a positive and significant influence on the performance of employees of the Lubuklinggau City Library and Archives Service. The results of this study support the theory (Kasmir, 2016), which says that motivation is an encouragement for someone to do work. Without encouragement, a person will not have work motivation so that it will result in the resulting performance. Work motivation can be generated if someone gets a good reward, and fair. Employees of the Lubuklinggau City Library and Archives Service must have motivational characteristics including employees being encouraged to be innovative and responsible in carrying out tasks, carrying out accuracy or precision, analyzing and paying attention to details, then focusing more on results rather than focusing on techniques or processes. used to achieve these results, then management decisions consider the effect of these results on the people in the organization, as well as work activities in the organization on teams rather than individuals, and be aggressive and competitive rather than relaxed. The results of this study are in line with research conducted by (Susanto, 2017), this study states that motivation has a significant effect on employee performance.
The Effect of Competence on Employee Performance in Moderation of Work Commitment at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of competence moderated by work commitment on employee performance. This means that work commitment can moderate the effect of competency on employee performance. In competency there are not only skills, knowledge, and attitudes but how to apply them by utilizing technological sophistication to comply with standards. The more often he does the same job, the more skilled and faster he gets the job done. There is something that is no less important that an organization must have, namely statistical partners who are willing to work hard and want to achieve maximum results. In accordance with the theory that says competence is mastery of a task, skills, attitudes, and appreciation needed to support success. Based on the opinions of the experts above, it can be concluded that, Competence is the ability to be knowledgeable, skilled, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015). The results of this study are supported by research conducted by (Baroroh, 2017) and (Martono et al., 2018), the results of the study show that work commitment can moderate the effect of competence on employee performance.

The Effect of Motivation on Employee Performance in Moderation of Work Commitment at the Regional Secretariat Office of Lubuklinggau City. The results of the study show that work commitment moderates the relationship between motivation and performance, this is because motivation with the support of work commitment will improve performance. This shows that increasing employee motivation supported by work commitment will also increase performance at the Lubuklinggau City Regional Secretariat Office. The higher the employee's work motivation, the higher the employee's performance will be. So that employees can be more serious at work is by giving awards, one of the ways is giving awards in the form of money. Not only that, other factors must also be improved because the average value shows that the highest value is never giving up and not easily giving up. With a high average score of strongly agree answers, this indicates that employees at the Lubuklinggau City Library and Archives Service have work motivation in terms of the need for appreciation, the need for achievement and the need for a sense of security. The results of this study are also supported by previous research related to the effect of motivation on employee performance with work commitment as a moderating variable by (Tanjung & Rosmaini, 2019) and (Kusumo, 2017) which shows that motivation is strengthened by the support of work commitment has a close relationship with improving employee performance.

5. Conclusion
Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test show that competency has a significant effect on employee performance. The results of testing the second hypothesis indicate that motivation has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of competence and work commitment has an effect on employee performance. The results of testing the fourth hypothesis indicate that the interaction of motivation and work commitment has an effect on employee performance.

Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped
with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

**References**


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