

The Influence of Competence and Motivation on Employee Job Satisfaction: A Study at the Pangalengan District Office, Bandung Regency

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Abstract

This study aims to examine the influence of competence and motivation on employee job satisfaction in a public sector setting, specifically at the Pangalengan District Office, Bandung Regency. Using a quantitative approach with saturated sampling, data were collected from 40 civil servants through questionnaires and analyzed using multiple linear regression. The findings reveal that work motivation has a significant and positive effect on job satisfaction, while competence shows no significant partial impact. The regression model is statistically significant, with competence and motivation together explaining 54.6% of the variation in job satisfaction. These results highlight the strategic role of motivation particularly intrinsic factors such as achievement, recognition, and affiliation in enhancing employee satisfaction. Meanwhile, the non-significant influence of competence suggests potential gaps in placement or skills alignment among personnel. The study underscores the importance of motivation-driven human resource strategies to improve satisfaction and performance in public organizations.

Keywords: Competence, Motivation, Job Satisfaction, Civil Servants, Public Sector

1. Introduction

Human resources (HR) are the most important asset in an organization, as they not only carry out tasks but also design and make strategic decisions that determine the achievement of organizational goals. In the context of human resource management, organizational effectiveness and efficiency are primarily determined by the ability to manage the workforce appropriately. Demands on employee quality and competence are increasing as the dynamics of technology and globalization demand a modern, adaptive, and professional bureaucracy ([Hasibuan, 2022](#)).

In the public sector, particularly government agencies, strengthening HR is a crucial part of

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achieving quality public services. State Civil Apparatus (ASN), as the spearhead of service delivery, are required to possess high competence, motivation, and integrity to carry out clean and responsive bureaucratic functions. Regional governments, through sub-districts, as the leading units in serving the public, play a vital role in shaping the image and effectiveness of public services ([Sutrisno, 2016](#)). Therefore, measuring and improving employee competence and motivation are priorities for improving the performance of regional agencies.

This research focuses on the Kecamatan Pangalengan Office, one of 31 districts in Bandung Regency, which covers an area of 27,294.771 hectares and comprises 13 villages. In 2025, the number of active employees was recorded at 40. Preliminary interviews with the Head of the General Affairs and Personnel Subdivision indicated several issues, such as a mismatch between positions and employee competencies, uneven workloads, and a lack of satisfaction with the promotion and compensation systems. This phenomenon was confirmed by a pre-survey of 30 employees, which showed that only 42.67% expressed satisfaction with their jobs, while the remainder expressed dissatisfaction primarily with managerial fairness and pay ([Agustiani & Muttaqin, 2023](#); [Recky et al., 2023](#); [Taufiq et al., 2024](#)).

Job satisfaction plays a crucial role in determining individual and organizational productivity and performance. According to [Busro \(2018\)](#), job satisfaction reflects an individual's perceptions and attitudes toward work, which are closely related to psychological well-being and work performance. In a pre-survey, 66.67% of respondents stated they were dissatisfied with their salary, 63.33% with the fairness of assignments, and 53.33% with promotion opportunities. On the other hand, relationships among coworkers were relatively good, with 53.33% expressing satisfaction. This finding reinforces the argument that competence and work motivation are important factors that need to be managed to increase job satisfaction.

Competence, which encompasses knowledge, skills, and work attitudes, has been shown to influence job satisfaction. Employees with high competence tend to be more confident and adaptable to their jobs ([Wibowo, 2016](#)). But out of 40 workers surveyed, 12 did not have the bare minimum of degrees needed for their jobs. This mismatch reflects weaknesses in the employee placement and development system, which contributes to a general decline in job satisfaction. Suboptimal competence will hinder employees from carrying out their duties effectively and efficiently.

Work motivation is a key component that affects workplace satisfaction, alongside competence. Intrinsic motivation such as the need for recognition and achievement, as well as extrinsic motivation in the form of salary, work environment, and career security, have a direct correlation to employee enthusiasm and work engagement (McClelland in [Robbins & Judge, 2017](#)). Although the average employee attendance data reached 95.03% in March 2025, there were several individuals with attendance below 90%, indicating a disparity in work motivation. Consequently, the purpose of this research is to determine how much the Pangalengan District Office employees' level of competence and motivation affects their level of work satisfaction.

2. Literature Review

2.1 Job Satisfaction

In a nutshell, job satisfaction is when an employee enjoys and thrives in their work environment. According to [Mangkunegara \(2017\)](#), an employee's perception of their work and its ancillary factors, including their supervisors, pay, prospects for advancement, and interpersonal interactions, contribute to their level of job satisfaction. A person's level of job

satisfaction is a reflection of their positive or negative emotional state toward their work, according to [Sutrisno \(2016\)](#). The degree to which a person enjoys their work is contingent upon their own unique set of values, goals, and prior work experience.

Job satisfaction may be attributed to five primary factors, according to [Sutrisno's \(2016\)](#) theoretical framework: the work itself, supervision, colleagues, advancement chances, and remuneration. Interesting work that aligns with an employee's competencies can increase motivation and job satisfaction. Furthermore, support from superiors, healthy interpersonal relationships with coworkers, fair promotion opportunities, and appropriate compensation are important elements that shape an individual's perception of job satisfaction. These five dimensions serve as primary indicators for measuring job satisfaction in various organizational research([Deisti & Muttaqin, 2023](#); [Pranesty & Rahmi, 2024](#)).

[Mangkunegara \(2017\)](#) classifies factors influencing job satisfaction into two broad groups: factors within the individual and factors related to work conditions. Internal factors include intelligence, age, gender, physical condition, experience, personality, and work attitude. Meanwhile, external factors include organizational structure, quality of supervision, type of work, financial security, and quality of work relationships. These two factors interact to shape employees' perceptions and attitudes toward their jobs.

2.2 Competence

The term "competence" refers to an individual's capacity to do their job well, which includes having the necessary information, abilities, and mindset to do the job well. ([Wibowo, 2016](#)). Competence is an important foundation for carrying out tasks effectively and efficiently, as it reflects the alignment between individual characteristics and organizational needs. Spencer and Spencer, as cited in [Wibowo \(2016\)](#), explain that competence is a fundamental, deep-seated characteristic that can predict a person's performance in a particular job.

The competency model developed by Spencer & Spencer is known as the "Iceberg Model," which divides competency elements into five categories: motives, traits, self-concept, knowledge, and skills. Obvious dimensions, such as knowledge and skills, tend to be more easily developed through training. However, deeper dimensions, such as motives and self-concept, require a long-term approach because they are rooted in an individual's personality ([Robbins & Judge, 2017](#)). Therefore, competency development requires a multi-layered and continuous strategy.

According to [Wibowo \(2016\)](#), factors influencing competence include individual values and beliefs, work experience, technical skills, motivation, and emotional characteristics. Individuals with extensive experience and high motivation tend to have more mature competencies. Meanwhile, emotional barriers such as fear of failure or lack of self-confidence can hinder competency development. Organizations may help their workers develop their skills to their full potential by offering training, creating a supportive work environment, and implementing a performance-based assessment system.

2.3 Motivation

A person's level of intrinsic motivation determines the extent to which they take action in pursuit of their objectives. An individual's intrinsic or extrinsic drives might impact their conduct on the job, says [Hasibuan \(2022\)](#). [Hasibuan \(2022\)](#) adds that motivation acts as a driving force in directing employees to achieve organizational goals.

According to McClelland's theory of needs (quoted in [Robbins and Judge, 2017](#)), there are three primary wants that motivate people to work: the desire to be successful, the need to have influence, and the need to belong. Employees with high achievement motivation are more driven to complete challenging tasks and seek clear feedback. Meanwhile, those with a high need for affiliation pay more attention to social relationships in the workplace, while those with a power orientation tend to want to lead and influence others.

[Sutrisno \(2016\)](#) categorizes motivational factors into two: internal and external. Internal factors include the desire to live, to have something, to be appreciated, to be recognized, and to have power. Meanwhile, external factors include working conditions, compensation, job security, good supervision, and fair work regulations. In the context of public organizations such as local governments, efforts to improve employee motivation must encompass both dimensions in a balanced manner to encourage sustained productivity and job satisfaction.

2.4 Framework

When employees are happy with their work, they are more likely to put up their best effort, which is especially important for public sector organizations like the Pangalengan District Office. Based on human resource management theory, job satisfaction can be improved by optimizing two key internal factors: employee competence and motivation. Competence encompasses the knowledge, skills, and attitudes necessary to complete work effectively, while motivation is the internal and external drive that guides work intensity and consistency ([Robbins & Judge, 2017](#)). When employees possess appropriate competence and high motivation, they are better able to perform their duties effectively, feel valued, and have high self-confidence, ultimately contributing to increased job satisfaction. So, the premise that competence and motivation partly impact employee job satisfaction is the starting point for this investigation. In the context of a public organization at the sub-district level, this is the foundation for developing an analytical model and conducting empirical testing.

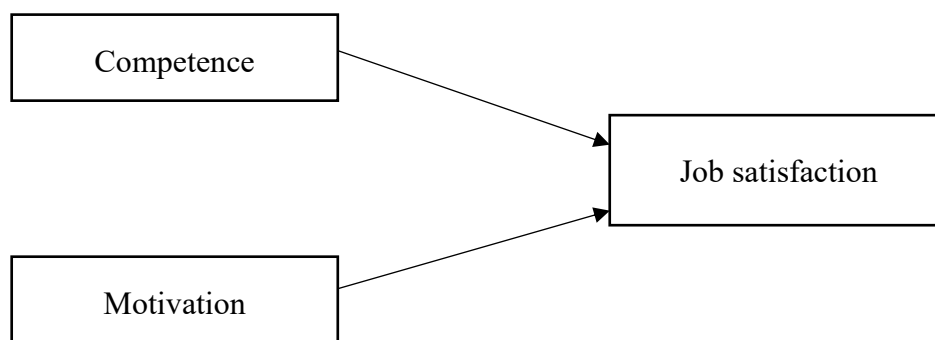


Figure 1. Research Model

3. Research Method

The impact of competence and motivation on work satisfaction among Pangalengan District Office employees was examined in this quantitative research that used descriptive and verification techniques. Following the suggestion of [Arikunto \(2019\)](#) that populations smaller than 100 should be thoroughly sampled, a saturation sampling strategy was used to include all

40 current workers as respondents. We used a Likert-scaled closed-ended questionnaire that was built using theoretical indicators of each variable to gather data. We then complemented it with informal interviews and direct observations to put the results into perspective. To make sure the questionnaire was accurate and consistent, we assessed it for reliability and validity. The data was analyzed using descriptive statistics to show the characteristics of the respondents and inferential statistics, more precisely multiple linear regression, to see how the independent variables were acting both simultaneously and partially. The verification method, as proposed by [Sugiyono \(2018\)](#), was utilized to empirically test the research hypotheses, aiming to provide a comprehensive and objective understanding of how competence and motivation affect job satisfaction in the public sector.

4. Findings and Discussions

4.1 Findings

4.1.1 Respondent Identity

Of the 40 people who filled out the survey at the Pangalengan District Office, 77.5% were men and 22.5% were women, according to the demographic profile. In terms of age distribution, most employees were over 40 years old, with the highest proportions found in the 41–50 year range and above 50 years, each contributing 30% of the total respondents. The group aged 20–30 years represented 27.5%, while the smallest proportion was in the 31–40 year category with 12.5%. Educationally, half of the employees had completed high school, while others held diplomas (10%), bachelor's degrees (32.5%), and master's degrees (7.5%). This composition reflects a workforce with varied levels of experience and formal education, which could potentially influence differences in competence, motivation, and job satisfaction.

Table 1. Respondent Identity: Gender

NO	Gender	Amount
1	Man	31
2	Woman	9
Total		40

Table 2. Respondent Identity: Age

NO	Age	Amount
1	20 - 30 years	11
2	31 - 40 years old	5
3	41 - 50 years old	12
4	More from 50 Years	12
Total		40

Table 3. Respondent Identity: Last education

NO	Last education	Amount
1	High School	20
2	Diploma 3 (D3)	4
3	Bachelor degree)	13
4	Master (S2)	3
Total		40

4.1.2 Validity Test

Each questionnaire item was tested for its ability to assess the desired construct using Pearson's product-moment correlation as part of the validity test in this research. Correlation coefficients (r count) for the work satisfaction (Y1-Y10), competence (X1_1-X1_8), and motivation (X2_1-X2_6) variables were all higher than the threshold value of 0.361, according to the findings. This indicates that all items meet the validity criteria and are statistically significant in measuring their respective dimensions. Thus, it can be concluded that the entire instrument used in this research is valid and appropriate for further analysis.

Table 4. Validity Test Job satisfaction

Question	r Count	r Table	Description
My job responsibilities align well with my individual competencies.	0,605	0,361	Valid
I find my work to be sufficiently engaging and intellectually stimulating.	0,710	0,361	Valid
My supervisor provides effective assistance in accomplishing my assigned tasks.	0,785	0,361	Valid
Supervisory practices are conducted in accordance with established regulations.	0,643	0,361	Valid
I maintain positive and professional relationships with my colleagues.	0,404	0,361	Valid
I am able to collaborate effectively with coworkers in completing tasks.	0,440	0,361	Valid
I am afforded fair opportunities for career advancement.	0,705	0,361	Valid
Clear policies regarding promotional opportunities are implemented in my workplace.	0,584	0,361	Valid
The salary I receive is commensurate with the workload I am responsible for.	0,533	0,361	Valid
The benefits I receive are adequate to support my overall well-being.	0,749	0,361	Valid

Table 5. Validity Test Competence

Question	r Count	r Table	Description
I have a comprehensive understanding of my job duties and responsibilities.	0,662615	0,361	Valid
I possess a solid grasp of organizational rules and policies relevant to my role.	0,693434	0,361	Valid
I have sufficient skills to perform my job effectively.	0,722163	0,361	Valid
I am capable of utilizing tools or work-related technologies as required by my tasks.	0,661109	0,361	Valid
I believe that my work contributes positively to both my personal development and the organization.	0,776981	0,361	Valid
I carry out my duties with a high level of discipline and accountability.	0,721973	0,361	Valid
I demonstrate positive workplace behaviors, such as being proactive and courteous.	0,811218	0,361	Valid
I take full responsibility for the outcomes of my work.	0,520945	0,361	Valid

Table 6. Validity Test Motivation

Question	r Count	r Table	Description
I am enthusiastic about taking on challenges and moderately difficult tasks.	0,648026	0,361	Valid
I am driven to achieve high performance in my work.	0,678677	0,361	Valid
I am motivated to influence and mobilize others toward achieving common goals.	0,735842	0,361	Valid
I am motivated to pursue higher positions or roles within the organization.	0,786412	0,361	Valid
I seek to be liked and accepted by colleagues in the workplace.	0,54205	0,361	Valid
I feel uncomfortable working in a highly competitive or high-pressure environment.	0,566755	0,361	Valid

4.1.3 Reliability Testing

The study instrument's consistency in measuring each variable was evaluated via reliability testing. With a value of 0.804 for work satisfaction, 0.847 for competence, and 0.739 for motivation, the Cronbach's Alpha coefficient for all variables was found to be more than or equal to 0.600. These values indicate that all instrument items have strong internal consistency and are considered reliable. Therefore, the measurement tools used in this study are statistically dependable for capturing the constructs of interest and suitable for subsequent analysis.

Table 7. Reliability Testing

No	Variables	Cronbach Alpha	Critical Point	Criteria
1	Job Satisfaction (Y)	0,804	0,600	Reliable
2	Competence (X1)	0,847	0,600	Reliable
3	Motivation (X2)	0,739	0,600	Reliable

4.1.4 Classical Assumption Test

1. Normality Test

The Kolmogorov-Smirnov test was used to check whether the residual data followed a normal distribution. The findings demonstrated a significant value (Asymp. Sig. 2-tailed) beyond the threshold of 0.05, coming in at 0.200. This proves that the residuals are normally distributed. Not only that, but there were no outliers; the test statistic's absolute value was 0.114. These findings support the hypothesis that the data used in this research are normally distributed, which opens the door to further parametric analyses like regression testing.

Table 8. Normality Test

One-Sample Kolmogorov-Smirnov Test		
N		40
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	4,01921047
Most Extreme Differences	Absolute	,114
	Positive	,078
	Negative	-,114
Test Statistic		,114

Asymp. Sig. (2-tailed)

,200^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

2. Multicollinearity Test

To determine whether the independent variables in the regression model were highly correlated, the multicollinearity test was run. Competence and motivation both demonstrated tolerance levels of 0.557 and VIF values of 1.795, according to the findings. No signs of multicollinearity among the independent variables are shown by these values, which are within the recognized limits of tolerance being larger than 0.10 and VIF being less than 10. Therefore, the independence of the predictors is met by the regression model used in this research.

Table 9. Multicollinearity Test

Variables	Collinearity Statistics	
	Tolerance	VIF
Competence	0,557	1,795
Motivation	0,557	1,795

3. Heteroscedasticity Test

By comparing the standardized residuals to the standardized predicted values, a scatterplot test was performed to determine whether the regression model had signs of heteroscedasticity. It would seem that the data points are randomly distributed about the center of the scatterplot, rather than forming a clear or systematic structure like a wave or funnel. The residual variance is constant across all anticipated values, as seen above. So, because the model is homoscedastic, we can say that there are no heteroscedasticity issues with the regression.

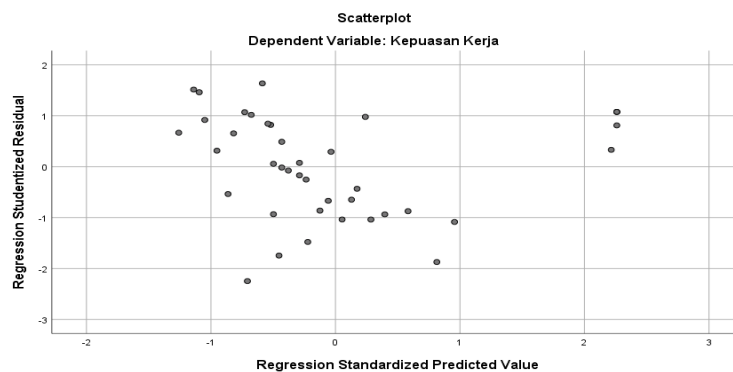


Figure 2. Scatterplot of Heteroscedasticity Test

4.1.5 Multiple Linear Regression Analysis

The constant value of 8.464 is shown by multiple linear regression analysis, which means that the baseline score for work satisfaction is 8.464 when both competence and motivation are considered constant. With a significance level of 0.564 and an unstandardized coefficient (B) of 0.098, the competence variable does not seem to have any discernible impact on work satisfaction. The motivation component, on the other hand, has a much higher impact on work satisfaction, as shown by its coefficient of 1.118 and a significance level of 0.000 ($p < 0.05$).

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The standardized beta value for motivation (0.679) is notably higher than that of competence (0.086), suggesting that motivation plays a more dominant role in influencing job satisfaction among employees at the Pangalengan District Office.

Table 10. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8,464	4,306		1,966	,057		
Competence	,098	,169	,086	,582	,564	,557	1,795
Motivation	1,118	,244	,679	4,577	,000	,557	1,795

a. Dependent Variable: Job satisfaction

4.1.6 t-Test (Partial Test)

Each independent variable competence and motivation was tested for its partial influence on employee work satisfaction using the t-test. According to the data, the competence variable is statistically significant (t-value = 0.582, p-value = 0.564), meaning it is more than the significance level (0.05). It seems that skill does not significantly influence work satisfaction to a limited extent. On the other hand, the motivation variable shows a positive and statistically significant impact with a t-value of 4.577 and a significance level of 0.000. Employees at the Pangalengan District Office report higher levels of job satisfaction when work motivation is considered separately, compared to competence, which does not have a significant effect when considered alone.

4.1.7 F-Test (Simultaneous Test)

To find out whether there is a significant relationship between work satisfaction and the independent variables competence and motivation, we ran an F-test. The ANOVA results show an F-value of 22.287 at the 0.000 level of significance. We may say that the regression model is statistically significant since the p-value is less than 0.05. Thus, the degree to which workers at the Pangalengan District Office are satisfied with their jobs is significantly affected by the combination of competence and motivation. This research lends credence to the idea that intrinsic variables, such employees' skill sets and intrinsic motivation, play a pivotal role in raising job satisfaction in the public sector.

Table 11. F-Test (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	758,967	2	379,483	22,287	,000^b
	Residual	630,008	37	17,027		
	Total	1388,975	39			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Competence, Motivation

4.1.8 Coefficient of Determination (R^2)

A combined effect of competence and motivation explains 54.6% of the variance in employee work satisfaction, according to the study's coefficient of determination (R^2), which is 0.546. Leadership style, company culture, and the physical workplace are among the extraneous

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variables that account for 45.4%. After adjusting for the number of variables, the model still maintains a significant explanatory power, as further confirmed by the modified R^2 value of 0.522. The findings show that many factors contribute to employees' impressions of their workplace, and that motivation and competence are essential, but not the only ones.

Table 12. Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.522	4,12641
a. Predictors: (Constant), Competence, Motivation				
b. Dependent Variable: Job Satisfaction				

4.2 Discussion

Job satisfaction at the Pangalengan District Office is not significantly impacted by staff competency, according to the study. This suggests that, when assessed independently, competence does not contribute substantially to employees' job satisfaction. In other words, although competence is a crucial factor in task execution, it has yet to produce a direct impact on job satisfaction potentially due to suboptimal utilization of employees' skills or a lack of recognition of their capabilities within the organizational environment. This is consistent with [Hasibuan \(2022\)](#), who posits that competence only positively influences outcomes when supported by a work system and structure that align with the employees' capacities.

Job satisfaction at the Pangalengan District Office is strongly and significantly impacted by employee motivation, according to this study's results. Worker happiness is better when workers feel their efforts are contributing to a greater good, when they are duly appreciated, and when they have chances to develop and maintain healthy connections with coworkers. This provides further evidence that intrinsic and extrinsic motivation are critical in moulding employees' emotional investment in and dedication to their work. These results align with [Hasibuan \(2022\)](#) view that motivation is a driving force influencing work behavior and satisfaction, supported by internal desires and external workplace conditions. Moreover, this is consistent with McClelland's motivation theory, which emphasizes that intrinsic needs—such as achievement and affiliation—have a greater impact on job satisfaction than technical competencies ([Robbins & Judge, 2017](#)). So, it's safe to say that motivated workers are happier in their jobs since they're more invested in what they do and have a better outlook on life in general.

The result from the F-test further strengthens the model's robustness, showing that competence and motivation simultaneously influence job satisfaction in a significant way ($F = 22.287$; $Sig = 0.000$). Consistent with previous research, this data supports the idea that intrinsic psychological variables, such as intrinsic motivation, have a significant role in improving job satisfaction and performance ([Baktiar, et al., 2024](#); [Novianty et al., 2024](#)). In contrast to the findings in, however, there is no correlation between competence and happiness on the job ([Oktari & Siddiq, 2024](#)), who emphasized that higher competence tends to increase self-confidence and job effectiveness. This discrepancy may be due to contextual differences, particularly the high proportion of employees with educational qualifications below the required level, which may have reduced the psychological impact of competence on satisfaction.

In addition, the preliminary interviews confirmed that competence and motivation account for

over half of the variance in job satisfaction ($R^2=0.546$). External factors like leadership style, organizational fairness, or problems with workload distribution most likely impact the remaining 45.4%. Therefore, this study highlights the strategic importance of implementing motivation-driven HR policies, such as clear career paths, transparent reward systems, and supportive work environments, to improve satisfaction and engagement in public sector organizations.

5. Conclusion

According to the results, the only internal element that significantly and positively affects employee job satisfaction at the Pangalengan District Office is motivation, rather than competence. While competence was found to be statistically insignificant, motivation emerged as a dominant predictor, indicating that the psychological drive to achieve, belong, and contribute meaningfully is a key determinant of job satisfaction in the public service context. Cooperatively, competence and motivation explain 54.6% of the variation in work satisfaction, according to the regression model, demonstrating their importance in moulding employee attitudes. These results highlight the importance of local governments prioritizing motivating tactics including employee recognition programs, chances for career progression, and a positive work environment to increase public servant happiness and productivity.

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