

The Influence of Competency and Job Control on The Job Satisfaction and Its Impact on The Employee's Performance

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Abstract—*This study aims to obtain the explanation finding which tested about the: (1) influence of competency and job control on the job satisfaction, (2) influence of competency and job control on the performance, (3) influence of job satisfaction on the performance, and (4) impact of competency and job control on the performance by job satisfaction as moderating variable at the employe's district government in the Province of Bali. This research used causal quantitative research design. The subject of this study are district government employees and its object are competency, job control, job satisfaction, and performance. The population of study were civil servants who were spread in seven district government in the Province of Bali. The determination of the sample in study had done through two stages random, there are random phase to select (1) the district governments which are carried out using the simple random sampling technique and (2) employees who are spread in the district government which are selecting as sample by using stratified random sampling technique. Data were collected by using questionnaire and equipped with structured interview techniques, then analyzed by path analysis. The findings of the research show that (1) competency and job control have a significant influence on the job satisfaction, (2) competency and job control have a significant influence on the performance, (3) job satisfaction has a significant influence on the performance and (4) competency and job control have a significant impact on the performance by job satisfaction as moderating variable at the employee's district government in the Province of Bali.*

Keywords—*competency; job control; performance; job satisfaction*

I. INTRODUCTION

The reGENCY local government is a non-profit organization which its tasks runs the functions of (1) giving service, (2) organizing, (3) developing, (4) representing, and (5) coordinating and planning (Davey, 2013 and Supriatna, 2014). In carrying out the functions of providing services to the community, it is necessary to integrated government as provider, employees as service providers, and community as service users (Mochammad, 2016). The service provided to community can be both physical and administrative services (Munir, 2012). In order for the implementation of this functions to run well, the government issued a law number 22

of 1999 concerning regional autonomy which provides an opportunity for local government to organize regional autonomy in order to be more close services to the public who need it.

Even though, the reality showed that there are still many people who use public services who has impression of sympathetic and disappointed in the attitudes and behavior of district government employees that should a public servant, set an example and become the foundation of the region development are changed into community leaders. Taringan (2014) poor quality of services can be tracked of many complaints that made by the public, especially relating to wined service and tend to be bureaucratic, high cost, there are additional levies, the behavior of the authorities is more like an official than a public servant, and discriminatory services.

This gives an indication of the presence of symptoms that employees pemerintah districts in the Province of Bali which is less clean, less authoritative, and less upholds its mission as servants of the state and society. Wahyudin (2011) and Soeharyo (2014) suspect that the cause of this negative image due to lack of government attention to the needs of society and on the other hand people's demands for quality, quantity, and speed of service continue to experience an increase in line with the dynamic needs of the community. In addition, the implementation of regional autonomy that do not can be carried out smoothly due to limited aspects of human resources and institutions in the area (Tjiptoherijanto, 2013).

The issue of the relatively low quality of services provided by employees of local government district in Bali Province based on observations in the field while allegedly because it is still relatively low level of competence, job control, and job satisfaction is owned by a government employee districts in the Province of Bali in doing his job. Even though according to Burr and Girardi (2017) competency and job control both interact in shaping job satisfaction and employee performance, which in turn will create a superior quality of service to customers.

Wahyudin (2011) guessed the performance is not optimal at the employees of districts government in Province of Bali this was due to lack of employee's competency and job control

which caused the lower of employee's job satisfaction and all of them will result in low performance of employees. This fact is also supported by the findings of research conducted at the Center for Population and Policy Studies (2016), which shows that the productivity of civil servants in Indonesia is still very low, that is the average work productivity has just of 51.40%. This fact gives an indication implicitly that the performance of government officials districts in the Province of Bali is still relatively low because the district government officials in Bali also included civil servants. Not achieving performance targets local government services as expected by the central government due to the still relatively low competence of human resources (Tjiptoherijanto, 2013), the level of employee satisfaction (Indrawan, 2012), and the freedom of employees to control his own work because they have to wait for conditions or orders from superiors (Sobandi, 2016: and Taringan, 2014). All of this will affect the low level of the performance of services of government employees districts in the Province of Bali in achieving organizational goals.

This Problem indicated that the leadership of local government districts in the Province of Bali need empirical information about competencies, job control, job satisfaction and employee performance, the effect of competence and control jobs on job satisfaction and impact performance accurately as consideration for taking decisions in improving, preventing, solving the problem of competence, job control, job satisfaction, and performance faced by employees. This is confirmed by Davis and Newstrom (2018) who said that the competence, job control, job satisfaction, and high performance to give a hint that the organization is well managed and fundamentally would result in an effective behavior management.

II. EASE OF USE

Ainsworth et al. (2018) and Susilo (2017) defined that an individual's competency is the capacity of the knowledge, skills and attitudes possessed by an employee that is relevant to the standard of work that will be carried out so as to carry out the work that has been designed for him both for now and in the future. Competency is the attitude and behavior of character or willingness and ability of a relatively stable when faced with a job that is formed from the synergy between the power intellectual, emotional, social and spiritual. (Spencer & Spencer, 2009). Thus competencies are classified into four by Spencer & Spenc, which include: (a) intellectual, (b) emotional, (c) social, and (d) spiritual competency.

Intellectual competency is the attitude and behavior or a willingness and intellectual abilities of individuals (either the knowledge, skills, understanding of professional, contextual understanding, and others) that are relatively stable when dealing with problems in the workplace, which is formed from the synergy between traits, self concepts, internal motivation, as well as contextual knowledge capacity (Spencer & Spencer, 2009). According to (Nahapiet & Ghoshal, 2013), Intellectual competency is internalized in the form of nine competencies, namely (a) the achievement, (b) the certainty of work, (c) initiative, (d) acquisition of information, (e) analytic thinking,

(f) conceptual thinking, (g) membership of the practical, (h) linguistic capabilities, and (i) the ability of the narrative

Emotional competence is the character of the attitude and behavior or a willingness and ability to master himself and understand the environment in an objective and moralists so that the pattern of emotions is relatively stable when faced with various problems in the workplace that is formed through the synergy between traits, self-concept, the internal motivation and the knowledge capacity of emotional (Spencer & Spencer, 2009). Individual emotional competency internalized in the form of six levels of willingness and ability, namely (a) mutual understanding, (b) concern for the satisfaction of internal and external customers, (c) restraint, (d) confidence, (e) ability adapt, and (f) a commitment to the organization (Tjakraatmadja, 2014).

Social competency is the character of the attitude and behavior or a willingness and ability to construct the vertices of cooperation with other people who are relatively stable when dealing with problems in the workplace that is formed through the synergy between traits, self-concept, the internal motivation and the capacity of social knowledge contextual (Spencer & Spencer, 2009). Social competency of individuals is internalized in the form of seven disciplines (level of willingness and ability), namely (a) the effect and impact, (b) awareness of association, (c) establish a working relationship, (d) developing others, (e) directing subordinates, (f) teamwork, and (g) the leadership of the group (Nahapiet & Ghoshal, 2013).

Competency spiritual is the character and attitude is part of the consciousness of the ultimate in on someone who is associated with wisdom that comes from outside the ego (self) or outside of conscious thought that not only recognizes the existence of value but also creative to find new values (Zohar and Marshall, 2018). On the other hand, Susilo (2017) also revealed that spiritual intelligency is the ability to search and find the ultimate meaning with the help of intellectual and emotional intelligence and the ability to understand the value systems that apply to a person or group of people.

According to Zohar and Marshall (2018) there are nine characteristics of the competence development of spiritual high, namely: (a) the ability to be flexible or adaptive, (b) the level of high self-awareness, (c) the ability to confront and overcome suffering, (d) the ability to confront and transcend the pain, (e) the quality of life inspired by the vision and values, (f) a reluctance to make unnecessary losses, (g) the tendency to see things holistically, (h) the tendency to always ask why, and (i) have the convenience to counter the convention. According to Agustian (2017) there are eight internalization spiritual characteristics, namely (1) devoted and giving, (2) honest and reliable, (3) fair, (4) work together and unite, (5) fight and be steadfast, (6) friendly and compassionate, (7) thankful and grateful, and (8) is responsible; forgiving; and loving that will produce spiritual understanding, such as integrity or honesty, energy or passion, inspiration or initiative, wisdom and courage in decision-making.

Job control is essentially an effort to develop the activity and creativity of workers on the job so that they can freely,

independently and freely use the capabilities they have and motivated directly by considering the order of the stages of action, the time frame, the contents of the destination, and work planning to achieve efficiency and effectiveness of the organization. Job control is a central variable of the design work (Frese and Zapf, 2012). According to Armstrong (2017) there are four job design objectives, namely (1) meet the demands of the organization in terms of operational efficiency, productivity, and quality of service; (2) satisfy the demands of the organization in terms of flexibility and the ability to execute work process of horizontal hierarchical and fragmented; (3) meet the requirements in terms of interest, challenges, and achievements; and (4) ensure that the team's responsibilities are set so as to promote cooperation and team effectiveness. Many different terms are used assert job control aspects, such as Frese (2010) control, Semmer and Frese (2009) space to act (room for action), Hacker (2008) degrees of freedom, and Hackman & Oldham (2009) work autonomy. autonomy Work as part of the theoretical job characteristics (job characteristic theory). Job characteristics model is a theory that identifies five dimensions of the content of the work, the variety of skills, task identity, task significance, autonomy, and feedback that the psychological work will affect meaningful experiences, responsibilities, and knowledge.

Job control has an impact on a person's condition and activities to suit the purpose. According to Frese and Zapf (2012) job rol aspects are some of the decision possibilities associated with the sequence of the action steps, time frame, and the content of goals and plans. The detailed description of the control aspects of the work described by Frese and Zapf as follows.

- (1) Core decision with respect to the order (sequence) which include: the main tasks to be performed, in which the planning sequence completed, and the sequence where the feedback information is processed.
- (2) The time frame relating to when and how long certain tasks to be completed.
- (3) Content related to the substance of the decision, such as what specific tasks are undertaken and completed with any planning.

Mueller et al. (2011) also revealed to measure the autonomy of workers by using the three aspects, namely (1) the degree of freedom of employees to control planning (scheduling) work, (2) the degree of freedom of employees to use anything that may affect their work, and (3) the level of independence employees to disconnect the input relating to the duties of any or part of the tasks to be performed. There are two forms of job control, namely (1) determine the scheduling of work and (2) determine work procedures (Wood et al., 2018, and Robbins, 2017), Work scheduling is a plan that records all the employment of workers and when each work was to be done, while the procedure is a way to do the work that prioritizes the usual way or right, such as: memilihara procedures, following the normal of procedure, and resolve complaints with a simple procedure (Hornby, 2016). Sherman

et al. (2009) said that generally alternate work scheduling includes four main activities, as follows.

- 1) Compaction of the working week, the number of days in a workweek shortened by extending the hours of work per day.
- 2) Fluidity of time (flextime), the flexibility of working hours that allow employees are free to choose the start time and end the daily work by providing employees a certain number of working hours per day or per week. The results showed that the flexibility of time (flextime) had a positive impact on the measured performance of reliability, quality, and quantity of work worker (Sherman et al., 2009).
- 3) The division of labor (job sharing), namely approval for two part-time workers (path-time) to complete a job and the other by itself to be drawn into a full-time employee (full-time).
- 4) Determination communication technology (telecommuting), which uses a micro computer, network, and other communications technologies such as the fax machine to do the work in the residence which is traditionally done in the workplace.

Job satisfaction is an attitude and a general feeling of a worker to work (Robbins, 2017). According to Luthan (2015), employee satisfaction is usually rooted in: (a) the work itself (intrinsic factors); (b) the employee work environment (extrinsic factors); and (c) the work processes and work (satisfaction on the work process and outcome). Job satisfaction can be measured by comparing the things that should be with the reality perceived through the five dimensions of employee job satisfaction, namely (a) pay; (b) the work itself; (c) promotion; (d) coworker; and (e) working condition (Porter, 2007). Robbins (2017) says that there are two approaches used to measure employee satisfaction, among which are (1) a single global rating approach which measures satisfaction with the work done on each aspect or factor jobs intact; and (2) summation score approach, the measurement of job satisfaction by summing all satisfaction scores on factors of work.

Performance is a record of the outcome resulting from a job function or specific activity during a specific time period (Wood et al., 2018). There are three types of performance assessment different from each other, namely (1) results-based performance evaluation; (2) behavior-based performance evaluation; and (3) judgment-performance evaluation (Gomes, 2016). In this study, measurement or assessment of employee performance will refer to the judgment-performance evaluation approach that is the type of performance assessment that assess or evaluate the performance of employees is based on the description of specific behaviors. In other hand, Ivancevich (2017) and Gomes (2016) says there are eight dimensions or criteria that need attention in assessing the performance of employees is based on the description of specific behaviors, namely (1) qnqntity of work that is the amount of work done within a specified time period; (2) The quality of work is the quality of work achieved under the terms

of suitability and readiness; (3) job knowledge that is the extent of knowledge about jobs and skills; (4) creativeness originality of the ideas that were raised and measures to resolve the problems that arise; (5) cooperation is the willingness to cooperate with others (fellow members of the organization); (6) dependability that awareness and credible in terms of attendance and completion of the work; (7) initiative that is the spirit to carry out new tasks and the increase of its responsibilities; and (8) the personal qualities that is concerning personality, leadership, friendliness, and personal integration.

Competency and job control are mutually exclusive in forming of the performance as well as directly or indirectly through job satisfaction as a moderating variable. This statement was supported by the theory of Burr and Girardi (2017) which concluded that the competence and job control interact with each other in influencing job satisfaction and employee performance. Employee competency will influence the level of employee job satisfaction on the job. The higher the competency was owned by employees and in accordance with the demands of work done employee then their job satisfaction will increase because employees with high competence will usually do of his job by full of dedication, responsibility, easily adapt to changes in the work, and behavior relative stable in dealing with problems in the workplace..

Employee competency has influenced on employee performance. The higher the competency of employees and in accordance with the demands of work, the performance of employees will increase because employees who are competence will use the ability and willingness of the fast to overcome the problems of work facing, does the job quietly and with confidence, see work as an obligation that must be done sincerely and openly improve the quality through the learning process. Psychologically, this will provide a meaningful work experience and a sense of personal responsibility regarding the results of the work carried out, which in the end all this will improve employee performance. This is supported by the statement of Martin (2012), Ainsworth et al. (2012), Harris (2014), Darma (2013), Spencer and Spencer (2009), Soetjipto (2014) and Becker et al. (2012) who said that the competency has a positive influence on employee performance.

Job control has influenced on the job satisfaction of employees because employees have the opportunity to control adequately work she would feel the freedom, flexibility and independence to determine the planning and work procedures to be completed. This will increase the creativity and use all of the potential ability owned by the employees to achieve the best, and this in turn will receive remuneration from the organization so that employees will psychologically feel satisfied in their work. This statement is supported by the research findings of Hakman and Lawler (2009), Snyder et al. (2010), Jans and McMohan (2012), Blau (2013), Griffin et al. (2016), and Janz et al. (2015) concluded that the job control has a positive influence on job satisfaction.

Job control has influenced on employee performance because the employees who obtain an adequate job of

controlling them will be able to perform actions in directly on its environment that produces a desired outcome, controlling negative behaviors in themselves, and choose from the possibilities various who thier desired for finishing of the job. All of this in turn will increase employee performance both in quality and quantity. This is supported by a statement from Hakman and Lawler (2011), Wall et al. (2010), Ulrich (2016), and Frese and Zapf (2012) which says that the job control has a positive influence on the individual employees performance..

Job satisfaction influenced employee performance because employees who have high job satisfaction on the job will be able to work calmly, addressing problems quickly, and have the psychological maturity to mature in work so that the quality and quantity of work produced will be in accordance with the standards set and in turn, all of this will improve the performance of employees. This is supported by the findings of research conducted by Iaffaldano and Muchinsky (2008), Sins and Galen (2014), and Bolon (2015) concluded that job satisfaction has a positive and significant effect on employee performance.

Based on the rationale above description can be crystallized relationship between variables through four stages: (1) the competency and job control effect on employee job satisfaction; (2) the competency and job control effect on the employees performance, (3) job satisfaction effect on employee performance; and (4) kompeteny and job control have impact on performance by job satisfaction as moderating variable On the steps of: (a) first and second job satisfaction and employee performance as the dependent variable, and competency and job control as independent variable, (b) third job satisfaction is a independent and performance as a dependent variaaable and (c) fourth competence and job control as a independent variable, job satiefaction as a moderating variable and performance as a dependent variable.

III. METHOD

This research used causal quantitative research design. The subject of this study are district government employees and its object are competency, job control, job satisfaction, and performance. The population of study were civil servants who were spread in seven district government in the Province of Bali. The determination of sample in this research was carried out through a two-step random, namely random stage (1) selecting district government which was carried out by using random sampling technique and (2) employees who are spread in the district government which are selecting as sample by using stratified random sampling technique. Data were collected by using questionnaire and equipped with structured interview techniques, then analyzed by path analysis.

IV. RESULTS AND DISCUSSION

A. Results

In the results presented research findings concerning the causal relationship competence and control jobs on job satisfaction as shown in Table I, the competence and job control on the performance as shown in Table II, and the competence and job control on the performance by job

satisfaction as moderating variables can be shown in Table III.

Research results in Table I show that the competence and job control have a significant influence on job satisfaction at the employee's district government in the Province of Bali because $p\text{-value} = 0.0000 < \alpha = 0.05$ with influence relationship to reach 76.25% and the rest it 23.75% had influenced by other variables relationship in the outside of study model. Another variables that strongly to influence job satisfaction are organizational commitment, job involvement, and quality of work life (Kreitner and Kinicki, 2018). Contribution effect of competence and job control on job satisfaction 58.14%. Findings from this study indicated that competency and job control have play role together in the effort to support the formation of job satisfaction the employee's districts government in the Province of Bali.

TABLE I. THE PATH ANALYSIS RESULTS OF THE INFLUENCE OF JOB COMPETENCY (X_1) AND JOB CONTROL (X_2) ON THE SATISFACTION (Y_1) AT THE EMPLOYEE'S DISTRICT GOVERNMENT IN THE PROVINCE OF BALI.

Parameter	Coefficient	p-value	α	Decision	Conclusion
$r_{x_1x_2}$	0.6023	0.0000	0.05	Reject Ho	x_1 and x_2 are related
$R_{y_1x_1x_2}$	0.7625	0.0000	0.05	Reject Ho	x_1 and x_2 have a significant influence on y_1
$P_{y_1x_1}$	0.4017	0.0020	0.05	Reject Ho	x_1 has a significant influence on y_1
$P_{y_1x_2}$	0.4380	0.0010	0.05	Reject Ho	x_2 has a significant influence on y_1
$P_{y_1\epsilon_1}$	0.2375	-	-	-	The influence of other variables on y_1
$R^2_{y_1x_1x_2}$	0.5814	0.0000	0.05	-	The influence contribution of x_1 and x_2 on y_1
$P^2_{y_1x_1}$	0.1614	0.0020	0.05	-	The influence contribution of x_1 on y_1
$P^2_{y_1x_2}$	0.1918	0.0010	0.05	-	The influence contribution of x_2 on y_1

Research results in Table II show that the competency and job control have a significant influence on the performance at the employee's district government in the Province of Bali because $p\text{-value} = 0.0000 < \alpha = 0.05$ with influence relationship of 56.35% and and the rest it 0.436% had influenced by other variables relationship in the outside of study model. Another variables that strongly to influence performance are organizational commitment, work culture, work technology, and work-life quqlity (Robbins, 2017). Contribution effect of competence and job control on performance 31.75%. Findings from this study indicated that competency and job control have play role together in the

effort to support the formation of performance the employee's districts government in the Province of Bali.

Research results in Table III show that job satisfaction has a significant influence on the performance at the employee's district government in the Province of Bali because $p\text{-value} = 0.0030 < \alpha = 0.05$ with influence relationship of 39.92% and and the rest it 60.08% had influenced by other variables relationship in the outside of study model. Another variables that strongly to influence performance are the work environment, competence, technology, compensation, and motivation (Wood et al, 2017). Contribution effect of job satisfaction on performance 15.94%. Findings from this study indicated that job saitsfaction has play role in the effort to support the formation of performance the employee's districts government in the Province of Bali.

TABLE II. THE PATH ANALYSIS RESULTS OF THE INFLUENCE OF JOB COMPETENCY (X_1) AND JOB CONTROL (X_2) ON THE PERFORMANCE (Y_2) AT THE EMPLOYEE'S DISTRICT GOVERNMENT IN THE PROVINCE OF BALI

Parameter	Coefficient	p-value	A	Decision	Conclusion
$r_{x_1x_2}$	0.6023	0.0000	0.05	Reject Ho	x_1 and x_2 are related
$R_{y_2x_1x_2}$	0.5635	0.0000	0.05	Reject Ho	x_1 and x_2 have a significant influence on y_2
$P_{y_2x_1}$	0.5291	0.0010	0.05	Reject Ho	x_1 has a significant influence on y_2
$P_{y_2x_2}$	0.4982	0.0020	0.05	Reject Ho	x_2 has a significant influence on y_2
$P_{y_2\epsilon_2}$	0.4365	-	-	-	The influence of other variables on y_2
$R^2_{y_2x_1x_2}$	0.3175	0.0000	0.05	-	The influence contribution of x_1 and x_2 on y_2
$P^2_{y_2x_1}$	0.2799	0.0010	0.05	-	The influence contribution of x_1 on y_2
$P^2_{y_2x_2}$	0.2482	0.0020	0.05	-	The influence contribution of x_2 on y_2

Results path analysis in Table 3 show that the competence and control have a significant impact on the performance through job satisfaction as a moderating variable at the employee's district government in the Province of Bali because $p\text{-value} = 0.0000 < \alpha = 0.05$ with effect relationship of 78.10% and rest it 21.90% had been influenced by other independent and moderating variables which beyond the model that requires further research. Another moderating variables that strongly to influence performance are quality of work life, productivity and job involvement (Robbins, 2017). Findings

from this study indicated that competency and job control through job satisfaction as a moderating variable have play role together in the effort to support the formation of performance the employee's districts government in the Province of Bali.

B. Discussion

The results of research showed that the competence and control of the work significantly influence employee satisfaction district governments in the province of Bali. Findings from this study support theoretical statement of Darma and Sunatrio (2013), Alwi (2018), Robbins (2017) and Wilk and Sackett (2016), which revealed that the higher the competency and job control can increase employee job satisfaction. In addition, these results are also consistent with the findings of empirical research conducted by Ciarrochi et al. (2017), Rice (2016), Ganzach (2015), and Dormann and Zapf (2014) who concluded that competency and job control have a significant influence on job satisfaction. The findings of this study gives implication that an increase in employee satisfaction district governments in Bali can be done by improving the competence and job control. Competence can be improved by providing the opportunity for employees to following education, training, comparative studies, seminars, and workshops. Then job control can be improved by providing opportunities for employees to do the job which are varied, independent, and creative and innovative.

The findings of the research results show that the competence and control of the work a significant effect on the performance of government officials districts in the Province of Bali. The results of this study confirm theoretical statement of Burr and Girardi (2017) which revealed that if competency and job control increased and interact with each other, the performance of employees will increase. On the other hand, the study results also supported the research findings empirical of Becker et al. (2012) and Ulrich (2016), which concluded that competency and job control have a significant influence on employee performance. The findings of the study results imply that the government employee performance improvement district in Bali can be done by improving the competence and job control.

The results of study showed that job satisfaction have a significant effect on the performance of employees government districts in the province of Bali. Findings from this study support the theory of Robbins (2017) and Kreitner & Kinicki (2018) which says that when job satisfaction increases, performance will also increased. On the other hand supports the findings of empirical research from Iaffaldano and Muchinsky (2008), Sins and Galen (2014), and Bolon (2015) who concluded that job satisfaction has a significant influence on employee performance. The findings of this study indicated that to improve the performance of district government officials in Province of Bali needs to increase employee satisfaction by improving the competence, job control, and compensation payments to employees.

TABLE III. THE PATH ANALYSIS RESULTS OF THE INFLUENCE OF JOB COMPETENCY (X_1) AND JOB CONTROL (X_2) ON THE PERFORMANCE (Y_2) WITH JOB SATISFACTION (Y_1) AS A MODERATING VARIABLE AT THE EMPLOYEE'S DISTRICT GOVERNMENT IN THE PROVINCE OF BALI

Parameter	Coefficient	p-value	α	Decision	Conclusion
$r_{X_1X_2}$	0.6023	0.0000	0.05	Reject H_0	x_1 and x_2 are related
$R_{y_2 y_1x_1x_2}$	0.7810	0.0000	0.05	Reject H_0	x_1, x_2 and y_1 have a significant influence on y_2
$P_{y_2x_1}$	0.5291	0.0010	0.05	Reject H_0	x_1 has a significant influence on y_2
$P_{y_2x_2}$	0.4982	0.0020	0.05	Reject H_0	x_2 has a significant influence on y_2
$P_{y_2 y_1}$	0.3992	0.0030	0.05		y_1 has a significant influence on y_2
$P_{y_2\epsilon_2}$	0.2190	-	-		The influence of other variables on y_2
$R^2_{y_2 y_1x_1x_2}$	0.6099	0.0000	0.05	-	The influence contribution of x_1, x_2 and y_1 on y_2
$P^2_{y_2x_1}$	0.2799	0.0010	0.05	-	The influence contribution of x_1 on y_2
$P^2_{y_2x_2}$	0.2482	0.0020	0.05	-	The influence contribution of x_2 on y_2
$P^2_{y_2 y_1}$	0.1594	0.0028	0.05	-	The influence contribution of y_1 on y_2

The results of study showed that the competency and job control have a significant impact on the performance of work through job satisfaction as a moderating variable at the district government officials in the Province of Bali. The results of the study support the theory expressed by Burr and Girardi (2017) which concluded that the competency and job control interacted with each other in influencing the performance of employees through job satisfaction as a moderating variable. On the other hand, the results of study also strengthened the empirical research findings of Ciarrochi et al. (2017:), Rice (2016), Ganzach (2015), and Dormann and Zapf (2014) which concluded that the competence and control of the work have a positive impact on the performance of employees through employee job satisfaction as variable moderating. The findings of this study indicated that the competency and job control interacted with each other in providing an optimal impact on employee performance when mediated through employee job satisfaction variable.

This study have several limitations, including: (1) collecting data using questionnaires that the answer choices are closed so that respondents tend to select answers middle chices without reading it, as the result the data were collected is subjective, (2) an employee district government as a data source have a busy highin his job so hard contacted and slow in filling out the questionnaire, and (3) the results of this reserch new answered to relations of a quantitative manner, but not yet answer the reason why there have a significant relationship or contribution influence in. this study.

V. CONCLUSION

Based on the results and discussion in the previous section, the conclusions can be drawn as follows.

- (1) Competency and job control have a significant influence on the job satisfaction at the employee's district government in the Province of Bali.
- (2) Competency and job control have a significant influence on the performance at the employee's district government in the Province of Bali
- (3) Job satisfaction has a significant influence on the performance at the employee's district government in the Province of Bali.
- (4) Competency and job control have a significant impact on the performance by job satisfaction as moderating variable at the employee's district government in the Province of Bali.

Based on the above discussion and conclusions can be presented some suggestions as follows.

- (1) Other researchers who are interested in examining the causal relationship between competency and job control variables on performance by job satisfaction as the moderating variable are expected to develop this research model by including variable of organization commitment as the third independent variable and quality of work life as a second moderating variable whicw affects employee both directly and indirectly.

For the district government in Bali Province had been expected to increasing employee's performance by focusing on the increassion of the competency, job control and job satisfaction because the results of the study indicate that these three variables have a significant effect on the performance of employees both directly and indirectly.

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