

The Role of Performance as Variable Moderating of the Influence of Public Services Motivation and Competence on Job Satisfaction of Civil Servants

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Abstract

The research aims to investigate the magnitude of the effect of Public service motivation and competence variable on the level of employee satisfaction by making the performance variable as variabel of moderating among apparatus in the office of Population and civil registration (Disdukcapil) of West Pasaman Regency. Unoptimal of employee performance causes dissatisfaction for employee. Then, unoptimal of employee performance is a assumption on the result of public service motivation and causes low of employee competence. This type of associative quantitative research was chosen in this study. The research population is all active employees of West Pasaman Disdukcapil. By using the Slovin formula and Simple Random Sampling technique in the research sample of 3% term of error obtained as many as 58 respondents. Likert scale questionnaire is used for data collection. The questionnaire had previously been tested for validity and reliability. The classic assumptions in this study have been tested and then the data are analyzed using path analysis and regression. The results of the analysis prove that public service motivation and competence have a significant influence contribution to employee performance and satisfaction both directly and indirectly.

Keywords: *Public service motivation, competence, performance, job satisfaction*

Introduction

Employees, or in government agencies referred to as the state civil apparatus, are the main factors driving an organization. The success of an organization, whatever the form of organization can not be separated from the name of the employee. Without employees, it is impossible for the organization to be able to achieve its organization's vision and mission, even without employees it is very difficult for the organization to progress and develop.

In carrying out organizational activities, employees play an important role even in the era of the industrial revolution 4.0 and 5.0 as it is today when the role of humans has been replaced by industrial machines, but the presence of humans or employees is still needed and is very instrumental in determining the course of the production. So that optimal performance effectively and efficiently is always demanded by the organization for each employee.

The low quality of work of employees is very influential on productivity in various fields. This is because employees are one of the determining factors in achieving organizational goals. One indicator of an organization's success in achieving its goals is the work of its employees, both individual and group work. This is in line with his opinion (Rivai, 2004) which states that "Work productivity and employee performance is a very important thing in the organization's efforts to achieve its goals".

The performance of government agencies in the last few years has been in the public spotlight, especially since the entry into force of the democratic system and a climate of good governance in the body of government, where the position of a growing society towards civil society demands that an adaptive, responsive, accountable, transparent government be present. and oriented towards excellent

service. Today's society demands the strengthening and fulfillment of public rights in broader and more balanced public services, (Masdar & Dkk, 2009) in (Jumiati & Saputra, 2019). Communities do not remain silent but they will question the value they have received for services provided by government agencies. People have begun to be clever and feel that they are still not satisfied with the government performance that they have received.

The results of research conducted by (Dwiyanto, 2011) revealed that the orientation of service tends to be directed towards the interests of the organization and groups of bureaucratic officials, not the public interest. Orientation on public services in the era of decentralization and regional autonomy at this time should be implemented by government agencies. At present, the community is increasingly critical and can determine the type of service desired. They will sue if the service received does not match the expectations they desire.

(Rasyid, 1997) argues that in the era of decentralization and regional autonomy as it is currently demanded that every bureaucracy in the region have a role and responsibility for implementation of activities, especially to meet public needs. However, the reality that is accepted by the public is bureaucracy that tend not to serve, even asked to be served. This is supported by the result of research conducted by (Dwiyanto & et al, 2002) which found that the performance of public service provided by bureaucrats in most regions in Indonesia still low. This can be seen from the many practices of corruption, collusion and nepotism in Indonesia. This has led to low public expectation of service.

The problem of low apparatus performance is a problem that cannot be ignored and must be resolved immediately because this can affect the quality and productivity of the organization. Employee performance issues also affect the achievement of organizational goals because employees are the main key in the organization. The low performance of employees in the bureaucracy also occurred at the Office of Population and Civil Registry of West Pasaman Regency.

The stated of problem raises the assumption that the target to make e-KTP for the citizen of West Pasaman Regency has not been achieved if the issuance of population document isn't in accordance with Permendagri No. 19 of 2018 about Quality Improvement of population Administration Service. In this regulation, it is clearly explained that the publication of population document can be done in 1-24 hours.

While what happens on the ground is the opposite, the waiting time for the issuance of population documents can be more than 24 hours, even for days and weeks. This is in accordance with what was stated by Mr. Ngatiran (38 years), a resident of Pasaman Subdistrict, Nagari Lingkuang Aua, who was handling the e-KTP resident identification card at the Office of Population and Civil Registration Office of West Pasaman District revealed that:

"... This is the second time I have come to this office to pick up my unfinished e-KTP, which I took care of a few weeks ago. I need the document quickly, but from the Office, I only give a temporary ID card that only has a maximum validity period of one month".

Not yet the optimal performance of West Pasaman Disdukcapil employees has been seen from some of the problems mentioned above. Various threat factors can influence the level of performance of employees in an organization. There are allegations that employee performance is related to public service motivation

According to (Perry, 1996) in (Saputra, 2016), public service motivation is a condition in which an individual responds and gives a general and unique response or motive for someone whose orientation is in the public interest, especially in bureaucracy and public sector institutions. Meanwhile, according to (Vandenabeele, 2008), the motivation of public services refers more to the motivation to provide services to the general public. The motivation of public services is one of the

important factors and plays an important role in determining a person's actions or behavior, including in determining the good and bad performance of employees.

Another aspect that is thought to support employee performance is employee competence. (Masdar & Dkk, 2009) define employee competence as an employee who can make a meaningful contribution to the successful implementation of work and the achievement of organizational performance. Employees with a high level of competence are found to have high performance and work performance when compared to other employees with lower performance (Masdar & Dkk, 2009). The success of the bureaucracy in providing public services is highly dependent on individual competence in the organization to carry out its main tasks and functions.

The concept of competence is a personal characteristic (skill, knowledge, trait, motive) that guides behavior towards achieving the expected performance (Masdar & Dkk, 2009). (Spencer, Spencer, & Signe, 1993) suggest that individual competence is interpreted as character, attitude and behaviour od ability of individuals when dealing with situations in a relatively stable workplace, which is built on the synergy of character, self-concept, internal motivation and capacity contextual knowledge. Competence becomes the main tool for employee of organization in carry out its duties and work. Individual competence can be seen and interpreted from the employee's knowledge, skills, and abilities.

There are several studies examining the relationship between employee competence and employee performance. As has been done by Nuryanto, et al., (2017) In this study, employee competence support is one of the factors that influence employee performance. Competent employees tend to be productive in their work. Their research proves that there is a significant influence between employee competence variables on employee performance with an influence contribution of 64.4%. So competent employees are expected to be able to encourage good performance in an organization. Many facts show the failure experienced by an organization caused by one of them is the weak competence factor. This implies that the performance achieved by employees empirically does require qualified competence so that employees can truly carry out their main tasks and functions in accordance with established procedures.

Employees with low performance will indirectly influence the level of job satisfaction of employee themselves. (Hughes & Dkk, 2012) state that job satisfaction has a close relationship with one's feeling or attitudes in doing work done to what their receive, sich as salary, career development, promotion or education opportunities, supervision, colleagues and work load. Then, according to Locke in (Luthans, 2006) define job satisfaction as a state of happy emotions or positive emotions that come from job assesment or work experience done by someone. Job satisfaction is a form of feeling happy and satisfied with the result of work, work situation and work relationship felt by someone. (Wibowo, 2011) argues that job satisfaction is a person's feeling either positive or negative about various aspect such as task, work, workplace, and relationship with fellow employees. (Nelson & Quick, 2006) has provided indicators of dimension of job satisfaction taht consist of 5 matters, namely job, salary, supervise, promotion and colleagues.

Moving on from this phenomenon, this research wants to attempt to see and analyze the influence of public service motivation and competence on employee satisfaction through moderating variables, namely, job satisfaction. Because it is quite clear that according to the explanation of some experts above that indirect performance can be used as an intermediary variable of employee job satisfaction. The research conducted at the Population and Civil Registry Office of West Pasaman Regency and will make its staff the subjects of this research. Desires and various efforts to create good performance have certainly been carried out in various ways, such as bureaucratic reform, service innovation and so on. But the conditions in the field are still far from the expectations of the community and are not yet optimal. The level of awareness and concern of the community for the fulfillment of public services in the current conditions has improved. The community has been very sensitive and respectful towards

the government, making them increasingly critical and proactive in assessing employee performance in providing public services. Employees are always required to always improve their performance in every bureaucracy.

So, from the problem and theory as well as the background explanation above, it is deemed necessary to conduct a more in-depth study of this topic for research. Through this research, it will be explored and revealed: whether Public Service Motivation and competence influence employee job satisfaction directly or through intermediate variables of employee performance.

Method

The object of this research is the Population and Civil Registry Office of West Pasaman Regency and the research subjects are active employees who work at the agency. This research was conducted in June - September 2019. This type of research is quantitative associative. From a population of 61 employees, using the Slovin formula and simple random sampling technique at a term of error of 3%, we found as many as 58 research respondents. Data was collected by questionnaire were valid and reliable as a tool to collect of primary data, and some literature as secondary data. Then, data was analyzed with path analysis and multiple regression analysis which had test by test of classic assumption. Multiple Regression used to predicted the influence of public service motivation, competence toward performance as partially and simultaneously. Then, multiple regression also used to predicted by influence of public service motivation, competence and performance toward job satisfaction as partially and simultaneously. When the result of regression was found, the next step is analysis with path analysis. this analysis used to seen the indirect influence of public services motivation toward job satisfaction through performance and to seen indirect influence of competence toward job satisfaction through performance.

Results and Discussion

1) Characteristics of Research Demographics

Table 1. Characteristics of Respondents

Characteristics of Respondents	Amount	Percentage
Gender		
Male	19	33%
Female	39	67%
Total	58	100%
Level of education		
High school	10	17%
Bachelor	3	5%
Graduate	44	76%
Post-Graduate	1	2%
Total	58	100%
Age		
<25 years old	11	19%
26-35 years old	32	55%
36-45 years old	12	21%
46-55 years old	3	5%
>56 years old	0	0%
Total	58	100%
Marital Status		
Single	19	33%
Married	31	53%
Widower/widow	8	14%
Total	58	100%
Employment status		
Civil Servant (State government employees)	21	36%
local government employees	3	5%
Freelance	34	59%
Total	58	100%
Years of service		
<5 years	22	38%
6-15 years	27	46%
16-25 years	5	9%
26-35 years	1	2%
>36 years	3	5%
Total	58	100%

Source: 2019 Research Results (data processed)

Table 1 provides information that in this study demographic characteristics were divided into six groups, namely: sex, level of education, age, marital status, employment status, and by group work period. For the gender group, this study was dominated by female respondents at 67%, while in the education level group the most at the Bachelor level was 76% when viewed based on the marital status of the most respondents the status was married at 53%, whereas in the age of the respondent most aged between 26-35 years as much as 55%, for the employment status group is dominated by casual daily workforce (THL) by 59%, and the last group, in the working period group can be explained that the majority of respondents worked in the period of 6-15 years which is equal to 46%.

2) Classical Assumption Test Results

a) Normality Test Results

The test of normality has the objective to find out whether the distribution of data was normal or abnormal distribution. The normality test is carried out to see/test whether in a regression model a disturbance variable has a normal distribution. Normality testing can be tested using the Kolmogorov Smirnov technique, provided that if the value of significance data is greater than >0.05 at the level of significance $\alpha = 0.05$ or 5%, then the data can be mean that normally distributed, and if the value of significance the data is smaller than < 0.05 then the data can be declared not normally distributed. The results of the normality test in this study are presented as follows:

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,72627644
Most Extreme Differences	Absolute	,105
	Positive	,105
	Negative	-,100
Test Statistic		,105
Asymp. Sig. (2-tailed)		,175 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: 2019 Research Results (data processed)

The normality test results in the table above show that the residue of the dependent variable has a significance value greater than > 0.05 or 5%, which is equal to 0.175 or 17.5%. This means that the variables used in this study were stated to be normally distributed (fulfilled). In addition to tests using the Kolmogorov Smirnov technique normality tests can also be done by looking at the histogram graphs of the analyzed data. Normally distributed data will form a bell shape and the majority of the data is spread into a balanced and non-dominant right or left bell line, as shown in the following figure:

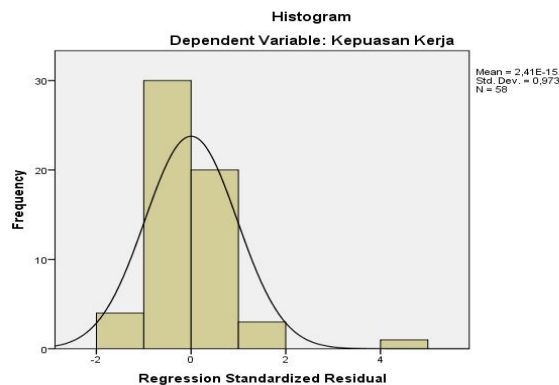


Figure 1. Histogram of the Normality Test Results

Source: 2019 Research Results (data processed)

When viewed in the graphic image of the normality test results above, the normality data test results have shown good data analysis and it can be concluded that the data of this study are normally distributed because the distribution of data has formed a normal curve for this research variable. Declared normal because overall it appears visually that the residual data has been normally distributed because the data distribution is inside and forms a normal curve that is forming a bell shaped.

b) Linearity Test Results

The linearity test is done to see whether the regression model used has linear residual distribution or not. A good regression model is a regression model that is linearly distributed. A regression if there is a residual that is not spread linearly will produce a regression that is not good or inconsistent (efficient). The linear assumption is if the point spreads following the direction of a diagonal line or along a diagonal line and there is no extreme spread. Linearity test results in this study are as follows:

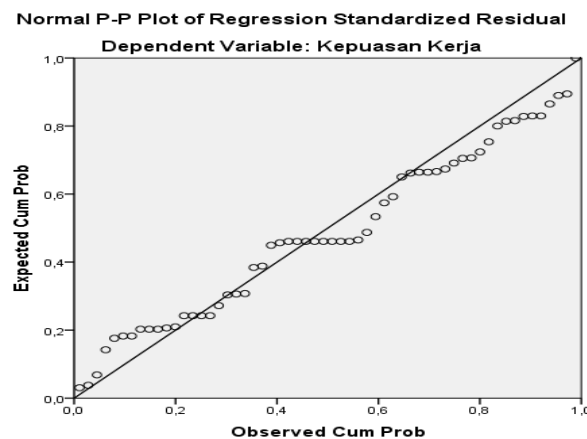


Figure 2. Normality Test
Source: 2019 Research Results (data processed)

If we look at the picture above the normal probability plot linearity test curve has shown the results that this regression model has met the linear assumptions of the data, so it is expected that the results will be good or will be in accordance with the classical assumptions of regression.

c) Multicollinearity Test Results

Multicollinearity test aims to find out the amount of intercorrelation between independent variables that occur in a study. To detect the presence or absence of multicollinearity can be seen in the SPSS output contained in the tolerance value and VIF (variance inflation factor) column. If the tolerance value is more than > 0.1 and the VIF value is less / less than < 10 , it can be concluded that multicollinearity does not occur. The results of the multicollinearity test for the regression model in this study can be seen in the following table:

Table 3. Multicollinearity Test

		Coefficients ^a					
		Unstandardized		Standardized			
		Coefficients		Coefficients		Collinearity	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	1,099	1,971		,558	,579	
	Public Service	,349	,046	,615	7,554	,000	,178 5,610
	Motivation	,018	,052	,020	,354	,725	,365 2,737
	Competence	,237	,051	,362	4,659	,000	,196 5,107

a. Dependent Variable: Job satisfaction

Source: 2019 Research Results (data processed)

From the table above it is known that the multicollinearity test results in the study show that the variables studied have a tolerance value of more than 0.1 and a VIF value of less than 10, so it can be concluded that the regression model in this study did not occur multicollinearity.

d) Heteroscedasticity Test Results

Heteroscedasticity is a condition in which the variance of residuals is unequal in the regression model (Priyatno, 2013). The random distribution shows a good regression model in a study, in other words, there is no heteroscedasticity in the data studied. To draw conclusions or interpretations in the heteroscedasticity test can be seen in scatterplot images, to detect the presence or absence of heteroscedasticity done by looking at the pattern of points on scatterplots regression. If the points spread with unclear patterns above or below the number 0 on the Y-axis then there is no heteroscedasticity problem. Heteroscedasticity test results in this study are as follows:

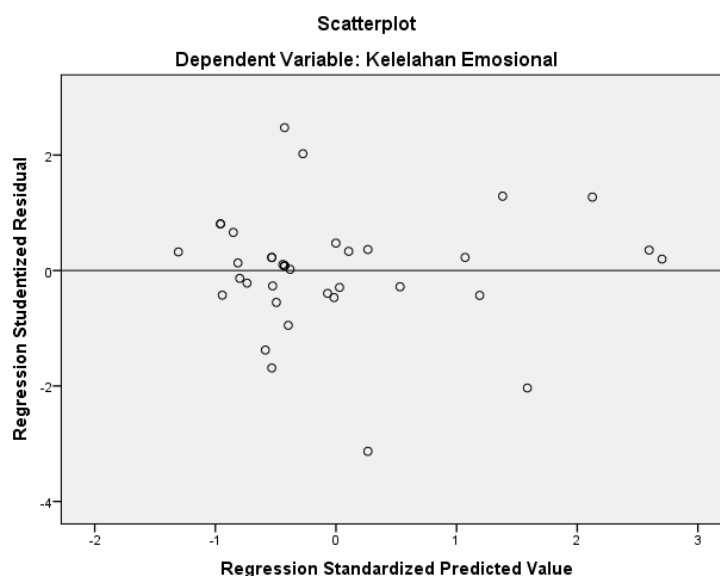


Figure 3. Heteroscedasticity Test

Source: 2019 Research Results (data processed)

From the scatterplots regression, the results of the heteroscedasticity test in this study showed the results that overall the points spread randomly and did not form a clear specific pattern, and spread either above or below the number 0 on the Y-axis. This means that there was no heteroscedasticity on the regression model, so the regression model may be used to predict the dependent variable.

3) Hypothesis Test Results

The purpose of path analysis is to explain the relationship and influence that occurs both directly (Direct Effect) and indirectly (Indirect Effect) of a set of causal variables (respondent/exogenous/free), to other variables that are variable due (dependent/endogenous/bound). After testing the hypothesis above, in this section the author wants to try to summarize the summary results through path analysis which has been carried out and will be presented in the following figure and table:

a) Direct Effect

Table 4. Summary of Model Parameter Estimation Results

No	Model	R	R Square	Adjusted R Square	Sig.
1.	Public Service Motivation → Performance	.891 ^a	.795	.791	.000
2.	Competence → Performance	.761 ^a	.579	.571	.000
3.	Public Service Motivation , Competence → Performance	.897 ^a	.804	.797	.000
4.	Public Service Motivation → Employee Satisfaction	.953 ^a	.908	.907	.000
5.	Competence → Employee Satisfaction	.778 ^a	.605	.598	.000
6.	Performance → Employee Satisfaction	.925 ^a	.856	.853	.000
7.	Public Service Motivation, Competence, Performance → Employee Satisfaction	.968 ^a	.936	.933	.000

Source: 2019 Research Results (data processed)

The table above provides information that the magnitude of the contribution of the influence of each exogenous variable to endogenous variables. The influence shown by the table above is a direct effect. the results of statistical data analysis have proven the results that each exogenous variable is proven to contribute significantly to employee job satisfaction in the West Pasaman Disdukcapil service. It can be seen that the acquisition of the significant value of each exogenous variable is below <0.05. This means that the influence that occurs is real and meaningful. To see how much influence from each exogenous variable can be seen in the Adjusted R Square column in the table above.

b) Indirect Effect

Table 5. Summary of Path Analysis Test Results

No	Model	Indirect Effect
1.	Public Service Motivation → Employee satisfaction through performance	.675
2.	Competence → Employee satisfaction through performance	.487

Source: 2019 Research Results (data processed)

- 1) The indirect effect of the variable Public Service Motivation on employee satisfaction through performance (0.791×0.853) = 0.675 or 67.5%.
- 2) The indirect effect of competence variables on employee satisfaction through performance (0.571×0.853) = 0.487 or 48.7%.

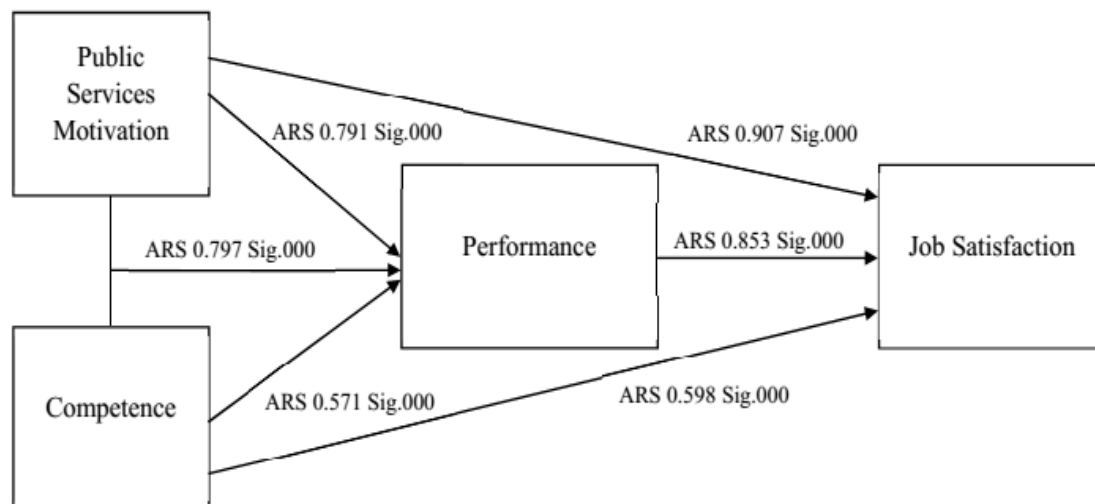


Figure 4. Path diagram of the influence of exogenous variables (Public Service Motivation, Competence, Performance) on variables (Job satisfaction)

Source: 2019 Research Results (data processed)

Conclusions

The conclusion of this study as a follow :

- 1) There are the positive and significant effect among Public Service Motivation and performance, the number is 79.1%.
- 2) There are the positive and significant effect among Competence and performance by 57.1%.
- 3) There are the positive and significant effect of Public Service Motivation and competence by 79.7% simultaneously.
- 4) There are the positive and significant effect of Public Service Motivation on employee job satisfaction by 90.7%.
- 5) There are the positive and significant effect of Competence on employee job satisfaction by 59.8%.
- 6) There are the positive and significant effect Employee performance on employee job satisfaction by 85.3%.
- 7) There are the positive and significant effect Public Service Motivation, competence, and performance on employee job satisfaction of 99.3% simultaneously.
- 8) There are indirect effect of public service motivation variables on employee job satisfaction through performance variables is 67.5%.
- 9) There are indirect effect of competency variables on employee job satisfaction through performance variables is 48.7%.

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